

2023年度

# シラバス

経営学研究科

立教大学

作成日: 2023 年 04 月 25 日



科目コード／科目名 (Course Code / Course Title)	自動登録／経営学概論 (Introduction to Business Administration)		
担当者名 (Instructor)	佐々木 宏(SASAKI HIROSHI)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5000	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

リーダーシップ開発コースの学生が入学後すぐに履修する科目で、経営学の基礎知識の修得と、実践的スキルの向上を目指す。受講生は多様なバックグラウンドをもつと想定されるため、経営学や経済学を系統的に学んできたことを前提とせず、経営学の主要分野(事業戦略、組織と意思決定、ビジネスモデル、マネジメント、オペレーション、イノベーションなど)を広く網羅的に扱うことにする。また、授業の進捗に合わせて事業戦略立案のプロセスに従うグループワークを行い、簡単な中期経営計画が作成できるようになることを目的にする。

This course aims to provide students with an opportunity to gain academic knowledge and practical skills in business and management. The course covers basic management theories such as business strategy, business model, organization and management, strategic decision making, operation, and innovation. All content has been selected to meet the needs of students with diverse backgrounds. Students also experience the business analysis and medium-term planning process along the subject of each lecture..

#### 授業の内容 (Course Contents)

2コマ連続で授業を行う。毎回、前半は各回のテーマに応じた講義を行い、後半はグループワークを中心に、ケースの分析を行う形で講義を展開していく。最終日には、各チームが創り上げた事業計画のプレゼンテーションを実施するとともに、学修の達成度をはかるため最終試験を行う。なお、講義では事業戦略策定に経験豊富なゲスト講師を招く予定である。

This course consists of two consecutive sessions each day. The first half presents a lecture on each topic, and the second half conducts team-based research work. On the final day, student teams deliver a short presentation on the business strategy and mid-term plans. A final examination will be held as well.

#### 授業計画 (Course Schedule)

1. 社会科学と経営学(パート1): 講義  
Social science and management theories (Part 1): Lecture
2. 社会科学と経営学(パート2): チームビルディング  
Social science and management theories (Part 2): Group discussion
3. 中期経営計画(パート1): 講義  
Business strategy and planning (Part 1): Lecture
4. 中期経営計画(パート2): チームでのリサーチワーク  
Business strategy and planning (Part 2): Research work
5. 組織と意思決定(パート1): 講義  
Strategic planning (Part 1): Lecture
6. 組織と意思決定(パート2): チームでのリサーチワーク  
Strategic planning (Part 2): Research work
7. マネジメントとオペレーション(パート1): 講義  
Management and Operation (Part 1): Lecture
8. マネジメントとオペレーション(パート2): チームでのリサーチワーク  
Management and operation (Part 2): Research work
9. 技術と経営(パート1): 講義  
Technology management (Part 1): Lecture
10. 技術と経営(パート2): チームでのリサーチワーク  
Technology management (Part 2): Research work
11. 事業計画(パート1): 講義  
Mid-term business planning (Part 1): Lecture
12. 事業計画(パート2): チームでのリサーチワーク  
Mid-term business planning (Part 2): Research work
13. 各チームのプレゼン大会  
Final presentation
14. 全体振り返り、最終テスト

授業時間外(予習・復習等)の学習(Study Required Outside of Class)

毎回、指示されたワークを行ってきてください。

成績評価方法・基準(Evaluation)

最終テスト(Final Test)(40%)/リサーチレポートとプレゼンテーション(30%)/授業への参加度(リアクションペーパー含む)(30%)  
いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

テキスト(Textbooks)

特定のテキストは用いず、講義内容に応じて都度指示いたします。

参考文献(Readings)

1. 井口嘉則、2008、『中期経営計画の立て方・使い方』、かんき出版 (ISBN:978-4761265045)
  2. 井口嘉則、2013、『マンガでやさしくわかる中期経営計画の立て方・使い方』、日本能率協会マネジメントセンター (ISBN:978-4820748359)
  3. 入山章栄、2019、『世界標準の経営理論』、ダイヤモンド社 (ISBN:978-4478109571)
- 上記以外は、講義内容に応じて都度指示いたします。

その他(HP 等) (Others(e.g.HP))

注意事項(Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／経営戦略論 (Strategic Management)		
担当者名 (Instructor)	村嶋 美穂(MURASHIMA MIHO)		
学期 (Semester)	秋学期1(Fall Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5000	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

本授業の目標は、経営戦略に関連する理論と概念を使って、現実の経営戦略を総合的に理解し分析できるようになることである。

The goal of this course is to develop students' ability to comprehensively understand and analyze real-world business strategies using theories and concepts related to business strategy.

#### 授業の内容 (Course Contents)

効果的な組織開発・人材開発を行うためには、企業全体が進むべき方向性、すなわち経営戦略を熟知することが不可欠である。本授業では、経営戦略論の基本的な理論や概念を学ぶとともに、ケーススタディを用いたディスカッションを通じて実践的な分析力を養うことで、企業経営を大局からみる能力を身に付ける。

For effective organizational and human resource development, it is essential to have a thorough understanding of the direction that the company should take. In this class, students will learn the basic theories and concepts of management strategy theory and develop practical analytical skills through discussions using case studies, thereby acquiring the ability to understand corporate management from a broad perspective.

#### 授業計画 (Course Schedule)

1. イントロダクション
2. 経営戦略の役割と特徴
3. 経営戦略の理論(1)
4. ケーススタディ: グループワーク/ディスカッション
5. 経営戦略の理論(2)
6. ケーススタディ: グループワーク/ディスカッション
7. 戦略を動かす仕組み・組織づくり
8. ケーススタディ: グループワーク/ディスカッション
9. 全社戦略と個別事業戦略
10. ケーススタディ: グループワーク/ディスカッション
11. 創発的戦略とイノベーション
12. ケーススタディ: グループワーク/ディスカッション
13. 企業と社会(サステナビリティ、ESG、CSR)
14. ケーススタディ: グループワーク/ディスカッション

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

##### 【予習】

教科書の該当箇所及びケーススタディを読み、考えをまとめておく。ケーススタディは、授業内で指示する。

##### 【復習】

関心のある企業を題材として、授業で学んだ理論・フレームワーク・概念を適用し分析する。

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/授業内レポート(40%)/授業内発言(20%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

1. 経営戦略研究会、2008、『経営戦略の基本』、日本実業出版社 (ISBN:9784534044679)
2. ハーバード・ビジネス・レビュー、2019、『戦略の教科書』、ダイヤモンド社 (ISBN:9784478107461)

#### 参考文献 (Readings)

1. 沼上幹、2009、『経営戦略の思考法』、日本経済新聞出版 (ISBN:9784532314781)

その他(HP 等) (Others(e.g.HP))

注意事項 (Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／戦略的人的資源管理 (Strategic Human Resource Management)		
担当者名 (Instructor)	佐々木 聡(SASAKI SATOSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5000	言語 (Language)	日本語 (Japanese)
備考 (Notes)	パーソルグループ寄附講座		

#### 授業の目標(Course Objectives)

企業経営の主要素となる「戦略、組織、人材」それぞれの基礎理論と、相互関連性を歴史的な背景を踏まえて体系的に理解し、最新動向を知ること、今後の人的資源管理の展望を考察できる力を身につける

The purpose of this course is to understand systematically the fundamental theories and relationships of strategies, organizations, human resources, and their fundamental attributes based on historical background and to consider the prospects for human resource management in the future by understanding the latest trends.

#### 授業の内容(Course Contents)

- ・戦略(事業・人事)と組織、人材に関する基礎的な理論を知る
- ・理論を理解したうえで、実在するケーススタディをもとに、採用、育成、処遇、配置、評価などの個々の人材施策の概要とその効果性を、今日的な視点で把握する
- ・人的資源管理における人材開発、組織開発の動向を知り、今後の展望を考察する

In this course, students are expected:

- (1) to learn the basic theories about strategy (business, human resources, organization)
- (2) based on actual cases, to understand the outline and effectiveness of individual human resources measures such as recruitment, development, treatment, placement, and evaluation from a modern perspective
- (3) to understand trends in human resource development and organizational development in human resource management and consider future prospects.

#### 授業計画(Course Schedule)

1. 戦略的人的資源論とは／歴史考察の意義と構想力
2. 歴史変遷例
3. 企業戦略の基礎理論
4. 企業戦略の実例
5. 人材戦略・人事戦略の基礎理論と実例
6. 組織の基礎理論 ①組織構造(ケーススタディ)
7. 組織の基礎理論 ②人事制度
8. 組織の基礎理論 ③組織文化
9. ケーススタディ(戦略、組織、人材の変革事例①)
10. 人材アセスメント ①アセスメントの潮流
11. 人材アセスメント ②アセスメント技法
12. 人事の現在地と10年後の人事
13. ケーススタディ(戦略、組織、人材の変革事例②)
14. 最終テスト／ラップアップ

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

指定する文献を購読する

#### 成績評価方法・基準(Evaluation)

最終テスト(Final Test)(40%)／中間テスト(30%)／平常点(30%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

1. 佐々木 聡、『ケーススタディ パナソニック』、自著
2. 柴田 昌治、2003、『なぜ会社は変わらないのか』、日経ビジネス人文庫
3. 佐々木 聡、2000、『プレミアムサイクルの市場進出』、自著
4. ハーバード・ビジネス・スクール、2000、『IBMの企業再建』、Book Park
5. 佐々木 聡、2023、『日本の人的資本経営が危ない』、日本経済新聞出版社

授業内で指定

参考文献 (Readings)

1. 小林 裕、2019、『戦略的人的資源論の理論と実証』、文真社
2. 波頭 亮、2016、『経営戦略概論』、産業能率大学
3. 高木 晴夫、2004、『人的資源マネジメント戦略』、有斐閣
4. 嶋口 充輝、2000、『マネジメントの世紀』、東洋経済新
5. ハーバード・ビジネス・レビュー、2020、『人材育成・人事の教科書』、ダイヤモンド

その他 (HP 等) (Others(e.g.HP))

注意事項 (Notice)

- ・本科目担当教員は、5 年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。



科目コード／科目名 (Course Code / Course Title)	自動登録／組織行動論 (Organizational Behavior)		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5000	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

この授業では、組織行動論の基礎を理解することで、企業で実施されている人材マネジメントを理論的にとらえ、その今日的課題を検討する力を養う。このようなプロセスを通じて、マネジメントの実践に際して必要な判断力とスキルが得られるようにすることを最終的な目的とする。

This course aims for students to develop the skill and ability to theoretically grasp the current issues of human resource management and to consider solutions for problems of organizational behavior in companies. The ultimate goal is to ensure the judgment and skills necessary for the practice of management.

#### 授業の内容 (Course Contents)

ケース・ディスカッションや実習を通じて問題意識を明確化し、思考力を深め、実践的スキルを磨く。一方、講義によって、実践的なスキルの理論的なフレームワークを作成するために必要となる基礎的な知識を身につける。

In this course, students clarify their awareness of issues, boost the ability to think, and develop practical skills in organizational behavior through case discussions and workshops. Meanwhile, through the lectures, students acquire the basic knowledge necessary to create a theoretical framework for practical skills.

#### 授業計画 (Course Schedule)

1. イントロダクション
2. 職務態度
3. モチベーション 1
4. モチベーション 2
5. リーダーシップ 1
6. リーダーシップ 2
7. 知覚 1
8. 知覚 2
9. グループ・ダイナミクス 1
10. グループ・ダイナミクス 2
11. コミュニケーション 1
12. コミュニケーション 2
13. キャリア
14. 授業内テスト

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

受講生には、授業の事前準備として以下が求められる。

- 1) 指定されたテキストのパートを読み込んでくる。
- 2) 指定されたケースを読み込んだ上に、ケースに関わる設問をパワーポイントにまとめてくる。なお、当該パワーポイントは指定の期日までに提出が求められる。

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/各授業で提出が求められるパワーポイント(40%)/授業内発言(20%)

いかなる理由があっても、授業の 3 割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト (Textbooks)

1. スティーブン P. ロビンス、2009、『組織行動のマネジメント』、ダイヤモンド社 (ISBN:978-4478004593)

#### 参考文献 (Readings)

授業内で適宜指示する。

#### その他 (HP 等) (Others(e.g. HP))

注意事項 (Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／人材開発・組織開発論1 (Human Resource and Organization Development 1)		
テーマ／サブタイトル等 (Theme / Subtitle)	「人材開発・組織開発論1」は、人材開発・組織開発の基礎理論・基礎知識を習得することを目的とする授業である。これらの基礎理論・基礎知識を基盤にしなが、実際の組織を対象に「働きかけ(介入)」を行うスキルを学ぶことのできる「人材開発・組織開発論2」の受講につなげる。		
担当者名 (Instructor)	中原 淳(NAKAHARA JUN) 田中 聡(TANAKA SATOSHI) 藤澤 広美(FUJISAWA HIROMI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5000	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

「人材開発・組織開発論1」は、人材開発・組織開発の基礎理論・基礎知識を習得することを目的とする授業である。

This course aims for students to acquire the basic theory and fundamental knowledge about human resource development and organizational development.

#### 授業の内容 (Course Contents)

「人材・組織開発論1」の前半は組織開発の基礎を習得することからはじまる。「人材・組織開発論1」の後半は、人材開発の基礎知識を論文購読のかたちで購読し、ディスカッションを行う。

In the first part of this course, students are expected to learn the fundamental theory and knowledge of organization itself. In the second part, they are expected to read the textbook of human resource development and participate in discussions.

#### 授業計画 (Course Schedule)

1. オリエンテーション: 人材開発と組織開発の概要
2. 組織開発とは何か? : コンテンツとプロセスの理解
3. 組織開発体験(1)ーカード型OD
4. 組織開発の起源(1)ーデューイ・フッサール・フロイト
5. 組織開発の起源(2)ー心理療法
6. 組織開発体験(2)ーレゴ型OD
7. 組織開発の起源(3)ーTグループとサーベイの統合
8. 組織開発の起源(4)ー社会構成主義とAI
9. 組織開発・実践者に聞く
10. 人材開発の基礎理論ー組織社会化
11. 人材開発の基礎理論ー職場学習とOJT
12. 人材開発の基礎理論ーリーダーシップ開発
13. 人材開発のリアルー女性のリーダー育成
14. 人材開発のリアルー研修転移とまとめ

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

グループでのプレゼンテーションに備え、リーディングアサインメントを読み、資料をつくる必要がある。

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/プレゼンテーション(60%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

1. 中原淳・中村和彦、2018、『組織開発の探究』、ダイヤモンド社 (ISBN:9784478106440)
  2. 中原淳、2012、『経営学習論』、東京大学出版会 (ISBN:9784130402576)
- ・本授業は集中講義である。6月あたりにグループを組成し、シラバスの詳細を説明する会をもうける  
・テキストは追って指示する

#### 参考文献(Readings)

その他(HP 等) (Others(e.g. HP))

注意事項 (Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／人材開発・組織開発論2 (Human Resource and Organization Development 2)		
テーマ／サブタイトル等 (Theme / Subtitle)	「人材・組織開発論2」では、授業中、指示のあるいくつかのクライアント企業に対して、学生がグループになって、人材開発・組織開発・リーダーシップ開発を行うことをめざす		
担当者名 (Instructor)	中原 淳(NAKAHARA JUN) 田中 聡(TANAKA SATOSHI) 藤澤 広美(FUJISAWA HIROMI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5000	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

「人材・組織開発論2」では、授業中、指示のあるいくつかのクライアント企業に対して、学生がグループになって、人材開発・組織開発・リーダーシップ開発を行うことをめざす

In this course, students are expected to form a group and implement human resource development, organizational development, and leadership development for a client company.

#### 授業の内容 (Course Contents)

この授業を通して、学生は、人材開発・組織開発・リーダーシップ開発のリアルなプロセスを体験することができる。エントリー、契約、データ収集、フィードバックミーティングまでの開催までを追体験することができる。

In this course, students gain some experience in the real process of human resource development, organizational development, and leadership development. They can experience all processes including entry, contract, data collection, and feedback.

#### 授業計画 (Course Schedule)

1. オリエンテーションと振り返り
2. 経営活動のなかの人材開発・組織開発
3. 人材開発手法の体感ワークショップ
4. アクション計画のための学習(1)・・・人材開発
5. アクション計画のための学習(2)・・・組織開発
6. データの収集と課題設定
7. 中間発表①
8. 中間発表②
9. 評価の計画をたてる
10. プレファイナル発表会：グループでの相互フィードバック
11. 実践者に聴く：人材開発
12. 実践者に聴く：組織開発
13. 最終発表
14. リフレクション

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

グループでの課題解決を行わなくてはならない

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/プレゼンテーション(60%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト (Textbooks)

1. 中原淳・中村和彦、2018、『組織開発の探究』、ダイヤモンド社 (ISBN:9784478106440)
2. 中原淳、2012、『経営学習論』、東京大学出版会 (ISBN:9784130402576)

この授業を終えたあと、リーダーシップ開発コースの学生は、リーダーシップファイナルプロジェクトに向かう。ファイナルプロジェクトにおいては学生が個別に課題解決を行わなくてはならない。この授業はそのための知的基盤を構築することを目的とする。

なお、この授業は実際のクライアントに人材開発・組織開発をなす。それにあたっては、倫理的配慮を行うとともに、個人情報等の流出には、留意する。また、授業で行った議論は決して口外してはいけない。守秘義務を守ることのできる受講生のみ、受講されたい。

#### 参考文献(Readings)

#### その他(HP 等) (Others(e.g. HP))

- ・授業進行の詳細は、人材開発・組織開発論 1 の際に説明するので、そちらを参考にされたい
- ・この授業は、経営学研究科リーダーシップ開発コースの受講生しか受講できない

#### 注意事項(Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／リーダーシップ教育論 (Leadership Education)		
担当者名 (Instructor)	舘野 泰一(TATENO YOSHIKAZU)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5000	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標(Course Objectives)

本授業の目標は、企業におけるリーダーシップ開発・教育機関におけるリーダーシップ教育の設計手法を学び、リーダーシップ教育のプログラム開発ができるようになることである。具体的な目標は、(1)リーダーシップ教育の事例を体験・理解する、(2)リーダーシップ教育・リーダーシップ開発に関する基礎理論・基本的概念を理解する、(3)ワークショップの開発手法の理解する、の3つである。

The purpose of this course is to learn how to design leadership development in companies and leadership education in educational institutions, specifically to understand:

- (1) cases of leadership education and leadership development
- (2) basic theories and basic concepts related to leadership education and leadership development
- (3) how to develop a workshop.

#### 授業の内容(Course Contents)

最初に、リーダーシップ教育・開発に関する実践事例を体験してもらい、その上で背景となる基礎理論・基本的概念について理解する。関連する文献を購読し、ディスカッションすることで理解を深める。

次に、リーダーシップ教育・開発に関するプログラムを開発し、実践してもらう。実践したプログラムを評価することで、プログラムの改善方法について理解する。

First, students experience a leadership program and then understand its underlying theories and basic concepts. Students read and discuss the literature to learn about theory. Next, students develop and practice programs related to leadership education and development, evaluate the program, and understand how to improve it.

#### 授業計画(Course Schedule)

1. イントロダクション(授業の目的)
2. リーダーシップ教育の概要(1)
3. リーダーシップ教育の概要(2)
4. 経験の場のデザイン(1)
5. 経験の場のデザイン(2)
6. 振り返りの場のデザイン(1)
7. 振り返りの場のデザイン(2)
8. 知識・スキル型のリーダーシップ教育(1)
9. 知識・スキル型のリーダーシップ教育(2)
10. リーダーシップ教育の事例(1)
11. リーダーシップ教育の事例(2)
12. リーダーシップ教育の事例(3)
13. 授業全体の振り返り(1)
14. 授業全体の振り返り(2)

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

各授業ごとに、授業内容に関連した課題がだされる。文献の購読や、リーダーシップ・プログラムの開発に関するグループワークを実施する必要がある。

#### 成績評価方法・基準(Evaluation)

授業期間中の複数回に渡る提出物(30%)/グループワークの成果(50%)/授業中の発表・討議・質疑応答(20%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

1. 中原淳、舘野泰一、高橋俊之、2018、『リーダーシップ教育のフロンティア【研究編】: 高校生・大学生・社会人を成長させる「全員発揮のリーダーシップ」』、北大路書房 (ISBN:4762830224)
2. 中原淳、高橋俊之、舘野泰一、2018、『リーダーシップ教育のフロンティア【実践編】: 高校生・大学生・社会人を成長させる「全

員発揮のリーダーシップ』、北大路書房 (ISBN:4762830232)

参考文献 (Readings)

その他 (HP 等) (Others (e.g. HP))

注意事項 (Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50% 以上である。



科目コード／科目名 (Course Code / Course Title)	自動登録／リーダーシップファイナル・プロジェクト1 (Leadership Final Research Project 1)		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN) 中原 淳(NAKAHARA JUN) 佐々木 宏(SASAKI HIROSHI) 館野 泰一(TATENO YOSHIKAZU) 田中 聡(TANAKA SATOSHI) 藤澤 広美(FUJISAWA HIROMI) 村嶋 美穂(MURASHIMA MIHO) 細田 雅洋(HOSODA MASAHIRO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6010	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

リーダーシップ・ファイナル・プロジェクト(LFP)は、大学院生ひとりひとりが、大学院での学修の集大成として取り組むプロジェクト探求である。当該プロジェクトの遂行を通じて以下を達成することを目標とする。

1. 実際の現場で人材開発・組織開発・リーダーシップ開発を実行することを通じて、実践力・課題解決力を獲得する。
2. これまでのカリキュラムで学んだ経営学の知識、人材開発・組織開発・リーダーシップ開発の手法、各種専門的概念を統合する。
3. リーダーシップ開発コース修了後のキャリアについて学生が省察を深める。

The Leadership Final Project (LFP) is a project exploration that each graduate student undertakes as the culmination of his or her graduate studies. This course aims for students to achieve the following through the execution of this project,

1. students acquire practical skills and problem-solving abilities through the implementation of human resource development, organizational development, and leadership development in actual workplaces.
2. students integrate the knowledge of business administration, methods of human resource development, organizational development, and leadership development, and various professional concepts learned in the curriculum to date.
3. students deepen their reflections on their careers after completing the leadership development course.

#### 授業の内容 (Course Contents)

ひとりひとりの学生がクライアント組織を探し、そこに対して人材開発・組織開発・リーダーシップ開発を行い、その成果をまとめる。LFP1 では、プロジェクトのうち以下を実施する。

1. 人材開発・組織開発・リーダーシップ開発を実施する組織を確定する。
2. 先行研究のレビューを通じて、人材開発・組織開発・リーダーシップ開発を実施するための学術的なフレームワークを完成させる。
3. 人材開発・組織開発・リーダーシップ開発の具体的な実施計画の大枠を決定する。
4. 実施する人材開発・組織開発・リーダーシップ開発について、妥当性及び信頼性が高い効果測定の手法を確立する。

Students identify a client organization, conduct human resource development, organizational development, and leadership development for that organization, and summarize the results.

In LFP1, students perform the following tasks of the project,

1. students identify an organization to conduct human resource development, organizational development, and leadership development.
2. students identify academic frameworks for implementing human resource development, organizational development, and leadership development through a review of previous research.
3. students determine the general framework for a specific implementation plan for human resource development, organizational development, and leadership development.
4. students establish valid and reliable methods for measuring the effectiveness of human resource development, organizational development, and leadership development.

#### 授業計画 (Course Schedule)

1. LFP1 キックオフ1
2. LFP1 キックオフ2
3. 途中経過報告とフィードバック1
4. 途中経過報告とフィードバック2
5. 途中経過報告とフィードバック3

6. 途中経過報告とフィードバック4
7. LFP1 中間発表1
8. LFP1 中間発表2
9. 途中経過報告とフィードバック5
10. 途中経過報告とフィードバック6
11. 途中経過報告とフィードバック7
12. 途中経過報告とフィードバック8
13. LFP1 最終発表1
14. LFP1 最終発表2

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

授業内の時間は、主としてプロジェクトの途中経過の報告と当該報告に対するフィードバックおよび研究相談に用いられる。このため、プロジェクトの実質的な活動は、原則として授業時間外に行うことになる。

#### 成績評価方法・基準 (Evaluation)

途中経過報告(30%)/中間発表(30%)/最終発表(40%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

各受講生のプロジェクト・テーマに応じて適宜指示する。

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／リーダーシップファイナル・プロジェクト2 (Leadership Final Research Project 2)		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN) 中原 淳(NAKAHARA JUN) 佐々木 宏(SASAKI HIROSHI) 館野 泰一(TATENO YOSHIKAZU) 田中 聡(TANAKA SATOSHI) 村嶋 美穂(MURASHIMA MIHO) 藤澤 広美(FUJISAWA HIROMI) 細田 雅洋(HOSODA MASAHIRO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6010	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

リーダーシップ・ファイナル・プロジェクト(LFP)は、大学院生ひとりひとりが、大学院での学修の集大成として取り組むプロジェクト探求である。当該プロジェクトの遂行を通じて以下を達成することを目標とする。

1. 実際の現場で人材開発・組織開発・リーダーシップ開発を実行することを通じて、実践力・課題解決力を獲得する。
2. これまでのカリキュラムで学んだ経営学の知識、人材開発・組織開発・リーダーシップ開発の手法、各種専門的概念を統合する。
3. リーダーシップ開発コース修了後のキャリアについて学生が省察を深める。

The Leadership Final Project (LFP) is a project exploration that each graduate student undertakes as the culmination of his or her graduate studies. This course aims for students to achieve the following through the execution of this project,

1. students acquire practical skills and problem-solving abilities through the implementation of human resource development, organizational development, and leadership development in actual workplaces.
2. students integrate the knowledge of business administration, methods of human resource development, organizational development, and leadership development, and various professional concepts learned in the curriculum to date.
3. students deepen their reflections on their careers after completing the leadership development course.

#### 授業の内容 (Course Contents)

ひとりひとりの学生がクライアント組織を探し、そこに対して人材開発・組織開発・リーダーシップ開発を行い、その成果をまとめる。LFP2 では、プロジェクトのうち以下を実施する。

1. 先行研究のレビューを通じて、人材開発・組織開発・リーダーシップ開発を実施するための学術的なフレームワークを完成させる。
2. 実施する人材開発・組織開発・リーダーシップ開発について、妥当性及び信頼性が高い効果測定を確立する。
3. 人材開発・組織開発・リーダーシップ開発を実施する組織を確定する。
4. 人材開発・組織開発・リーダーシップ開発の具体的な実施計画の大枠を決定する。
5. 実際に人材開発・組織開発・リーダーシップ開発をクライアント組織に実行する。
6. 自らが実践した人材開発・組織開発・リーダーシップ開発を評価する。
7. 総括的評価をもとに、プロジェクト報告書を執筆し、成果発表を行う。

Students identify a client organization, conduct human resource development, organizational development, and leadership development for that organization, and summarize the results.

In LFP2, students perform the following tasks of the project,

1. students complete the academic framework for implementing human resource development, organizational development, and leadership development through a review of previous research.
2. students establish valid and reliable measures of effectiveness for the human resource development, organizational development, and leadership development to be implemented.
3. students identify the organizations that they will implement human resource development, organizational development, and leadership development.
4. students determine the general framework of the specific implementation plan for human resource development, organizational development, and leadership development.
5. students actually implement human resource development, organizational development, and leadership development in the client organization
6. students evaluate the human resource development, organizational development, and leadership development that they have implemented.
7. students write a project report based on the summative evaluation and present the results.

#### 授業計画 (Course Schedule)

1. LFP2 キックオフ1
2. LFP2 キックオフ2
3. 途中経過報告とフィードバック1
4. 途中経過報告とフィードバック2
5. 途中経過報告とフィードバック3
6. 途中経過報告とフィードバック4
7. LFP2 中間発表1
8. LFP2 中間発表2
9. 途中経過報告とフィードバック5
10. 途中経過報告とフィードバック6
11. 途中経過報告とフィードバック7
12. 途中経過報告とフィードバック8
13. LFP2 最終発表1
14. LFP2 最終発表2

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

授業内の時間は、主としてプロジェクトの途中経過の報告と当該報告に対するフィードバックおよび研究相談に用いられる。このため、プロジェクトの実質的な活動は、原則として授業時間外に行うことになる。

#### 成績評価方法・基準 (Evaluation)

途中経過報告(20%) / 中間発表(40%) / 最終発表(40%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

各受講生のプロジェクト・テーマに応じて適宜指示する。

#### その他 (HP 等) (Others (e.g. HP))

#### 注意事項 (Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／データアナリティクス演習 (Seminar in Data Analytics)		
テーマ／サブタイトル等 (Theme / Subtitle)	データアナリティクス演習		
担当者名 (Instructor)	山口 和範(YAMAGUCHI KAZUNORI) 田中 聡(TANAKA SATOSHI) 廣川 佳子(HIROKAWA KEIKO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	4単位(4 Credits)
科目ナンバリング (Course Number)	MBU5010	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

1. 人材開発・組織開発・リーダーシップ開発にまつわる調査を実施・分析するための基礎的概念について理解を深めること
2. 調査および施策の評価を行うために、統計ソフトに習熟すること
3. 実データを分析・レポートしながら、データアナリティクスにまつわる実践知を獲得すること

The objectives of this course is as follows:

1. To understand basic concepts of statistical analysis and quantitative research methods on human resource development, organizational development, and leadership development.
2. To become familiar with statistical software to conduct surveys and evaluate salient measures.
3. To gain practical knowledge regarding data analytics while analyzing and reporting on actual data.

#### 授業の内容 (Course Contents)

理論編(1～8): 統計・データアナリティクスに関する基礎的概念・手法を学ぶ  
 実習前編(9～14): 調査設計の実習を通じて、データアナリティクスの実践知を獲得する  
 分析演習編(15～22): 実データの分析演習を通じて、データアナリティクスの実践知を獲得する  
 実習後編(23～28): 調査データ分析・レポートの実習を通じて、データアナリティクスの実践知を獲得する

This course deals with the following:

Part 1 (1-8): students are expected to learn basic concepts and methods related to statistics and data analysis.

Part 2 (9-14): students are expected to practice data analysis and building a research design.

Part 3(15-22): students are expected to gain practical knowledge of data analytics through data analysis practice.

Part 4(23-28): students are expected to gain practical knowledge of data analytics through practical training of data analysis of survey data and reporting.

#### 授業計画 (Course Schedule)

1. ガイダンス: 学習目標・講義の進め方・評価基準
2. なぜ「ひとと組織の領域」にデータアナリティクスなのか?  
データアナリティクスの目的・活用イメージ・限界
3. 統計基礎: 記述統計の基本  
[講義] 度数分布、散布図、(多重)クロス集計、相関分析(SPSS 利用)
4. 統計基礎: 推測統計の基本  
[講義] 統計的推定と仮説検定
5. 統計基礎: 多変量解析の基本
6. 統計基礎: 多変量解析の基本
7. 統計基礎: 多変量解析の基本
8. 統計基礎: 多変量解析の基本
9. 調査法: 調査法の基本  
[講義] 調査課題と仮説の設定について
10. 調査法: 問いと仮説を立てる(グループワーク)  
[ワーク] 調査概要(課題・仮説・対象者など)を策定する
11. 理解度確認テスト(個人)
12. 中間振り返り※休講セッション(オンデマンド視聴分)  
※個別相談・質問用
13. 調査法: 心理尺度と因子分析  
[講義] 心理尺度の活用法、因子分析
14. 調査実習: 調査項目を作成する(グループワーク)

- [ワーク]アンケート項目を作成する
15. 調査実習: 調査票作成ワーク(グループワーク)  
※案内文作成からアンケートシステムへの実装まで
  16. 調査実習: 調査票作成ワーク(グループワーク)  
※案内文作成からアンケートシステムへの実装まで
  17. 演習: 記述統計を実践する(度数分布、クロス集計、相関分析)  
※使用データ: パーソル提供データ
  18. 演習: 推測統計を実践する(t検定、分散分析)  
※使用データ: パーソル提供データ
  19. 演習: 多変量解析を実践する(回帰分析など)  
※使用データ: パーソル提供データ
  20. 演習: 中間グループワーク  
※使用データ: パーソル提供データ
  21. 演習: 多変量解析を実践する(因子分析など)  
※使用データ: パーソル提供データ
  22. 演習: プレゼンテーション  
※使用データ: パーソル提供データ
  23. 分析実習: 調査データを分析する(グループワーク)
  24. 分析実習: 調査データを分析する(グループワーク)
  25. 分析実習: 調査データを分析する(グループワーク)
  26. 分析実習: 調査データを分析する(グループワーク)
  27. 分析実習: 最終プレゼンテーション
  28. まとめ

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

データアナリティクスに関する基礎的な知識の習得を目的として、講義内容に関連する動画を事前に視聴していただくことがある。また、授業後に適宜、学習内容に関連する課題を提示し、グループ・個人単位で取り組んでいただくことがある。

#### 成績評価方法・基準(Evaluation)

出席状況・授業への参加態度(30%) / 提出課題の内容(30%) / 最終プレゼンテーションの内容(40%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

特に指定しない

#### 参考文献(Readings)

授業の初回に提示する

#### その他(HP等)(Others(e.g. HP))

- ・実習では、グループで調査先企業を確保し、調査計画立案・調査票作成・アンケート実施・データ分析までの一連の流れを経験する。
- ・一部、対面授業回を実施する可能性あり(ただし、その場合もオンラインでの受講可)

#### 注意事項(Notice)

- ・本科目担当教員は、5年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／リーダーシップ・ウエルカム・プロジェクト (Introduction to Leadership Project)		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN) 中原 淳(NAKAHARA JUN) 佐々木 宏(SASAKI HIROSHI) 山口 和範(YAMAGUCHI KAZUNORI) 藤澤 広美(FUJISAWA HIROMI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU5010	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

異種混交チームでの課題解決を通して

1. 組織変革プロセスにおいて発揮されるリーダーシップについて理解を深め、それをわかりやすく伝えるコンテンツを作成できる能力をもつこと
2. リフレクションやフィードバックなど、人材開発、リーダーシップ開発、組織開発に必要な概念を学ぶこと
3. 課題解決プロセスをリフレクションしながら、セルフアウェアネスを高め、自己のリーダーシップ課題を明確化すること
4. リーダーシップ開発コースのカリキュラムマップを学び、かつ、リーダーシップ開発コースの大学院生としてのアイデンティティを確立すること

Through tackling the assignment by diversity team,

1. students deeply understand the leadership that is effective for the process of organizational change and acquire the ability to create the program that develop such leadership.
2. students learn reflection, feedback, and so on those are necessary for human resource development, leadership development, and organizational development.
3. students promote self-awareness and clarify the challenge of their leadership by the reflection of the problem-solving process.
4. students learn the curriculum of leadership development course and develop the identity as the students of leadership development course.

#### 授業の内容 (Course Contents)

春学期に入学した新大学院生が、4人で1組のチームを組み、チームで課題解決を3ヶ月かけて成し遂げる。課題は下記のとおりである。

- 1) 変革への抵抗・葛藤に対処しつつも、試行・実施された組織変革プロセスを調査しつつ、そこでどのようなリーダーシップが発揮されていたのかを明らかにせよ
  - 2) 上記の調査を通して、20人の新任管理職(課長レベル)が、仕事を為すなかで発揮しなければならないリーダーシップ行動について理解を深める30分のコンテンツをデザインし、実践せよ
- 期間内には何回かのフィードバック機会がある。各教員からのフィードバックを糧にして、最終発表のコンペティションに向かう。最終発表後は、経験学習型のリーダーシップ開発モデルにもとづき、チームリフレクションと相互フィードバックを行い、リーダーシップ行動の補正を行う。

Freshers make teams those are composed four people and complete the assignment for three months by the teams. The assignment is as follows.

- 1) Investigate the process of the organizational change that overcome the resistance and conflict against the change and clarify the leadership that promote the process of organizational change.
- 2) Design and run the program, which deepen the understanding of leadership that promotes the organizational change, for twenty section chief managers.

Students can receive the feedback on several times.

Students prepare for the final presentation based on the feedback from instructors.

After final presentation, students brush up their own leadership behavior based on team reflection and mutual feedback coming from experiential learning style's leadership development model.

#### 授業計画 (Course Schedule)

1. 「聞き取りの作法」を学ぶ1
2. 「聞き取りの作法」を学ぶ2
3. 人材開発とラーニングデザイン1
4. 人材開発とラーニングデザイン2
5. 中間発表1

6. 中間発表2
7. 中間発表3
8. 中間発表4
9. コンテンツデザイン案のブラッシュアップ1
10. コンテンツデザイン案のブラッシュアップ2
11. 最終発表1
12. 最終発表2
13. リーダーシップ開発1
14. リーダーシップ開発2

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

グループで課題解決のための各種のプレゼンテーション準備、ディスカッションを必要とする。これに加えて、毎回課題が課される。

#### 成績評価方法・基準(Evaluation)

最終プレゼンテーション(40%) / 課題(40%) / グループワークへの参加状況(20%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

1. 石川淳、2016、『シェアド・リーダーシップ: チーム全員の影響力が職場を強くする』、中央経済社
  2. 中原淳・中村和彦、2018、『組織開発の探究』、ダイヤモンド社
  3. 舘野泰一・高橋俊之(編)・中原淳(監修)、2018、『リーダーシップ教育のフロンティア研究編』、北大路書房
- Day, D. V. (2011). Integrative perspectives on longitudinal investigations of leader development: From childhood through adulthood. *The Leadership Quarterly*, 22(3), 561-571. doi:10.1016/j.leaqua.2011.04.012
- Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014a). Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*, 25(1), 63-82. doi:10.1016/j.leaqua.2013.11.004

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。



科目コード／科目名 (Course Code / Course Title)	その他／ケースで学ぶリーダーシップ (Case Studies in Leadership)		
テーマ／サブタイトル等 (Theme / Subtitle)	実践の視点でリーダーシップを学ぶ		
担当者名 (Instructor)	本間 浩輔(HOMMA KOUSUKE)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6200	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

本講義では、Kurt Lewin の There is nothing as practical as a good theory (よい理論ほど実践的である) という考え方のもと、参加者が教材をもとに経験や理論を通して、リーダーシップを実践するための理論や考え方を学ぶことを目指す。使用言語は日本語とする。

Based on Kurt Lewin's "There is nothing as practical as a good theory," this course aims for students to learn theories and ideas for practicing leadership through experience and theory based on the teaching materials. The language used is Japanese.

#### 授業の内容 (Course Contents)

ケースや動画教材をもとに、リーダーシップ現象を理解し、参加者の持論やアカデミックな理論と統合することにより、実践的なリーダーシップを習得する。

This course aims for students to learn practical leadership by understanding leadership phenomena based on cases and video materials and by integrating them with the theories and theories of participants.

#### 授業計画 (Course Schedule)

1. オリエンテーション
2. リーダーシップ理論の概説
3. ケース(1) 星野佳路さんのリーダーシップ
4. ケース(1)の解説
5. ケース(2) 組織変革の危険性の落とし穴①
6. ケース(2) 組織変革の危険性の落とし穴②
7. ケース(2)の解説
8. ケース(3) 調整中 ※時代にあったリーダーシップの素材を検討中です
9. ケース(3)の解説
10. 小さなリーダーシップの開発①
11. 小さなリーダーシップの開発②
12. まとめ(1)
13. まとめ(2)
14. テスト

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

第5回の講義までにケース「組織変革の危険性の落とし穴」を熟読してくること。ケースは初回の講義までに配布する。

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%) / 討議への貢献(40%) / 振り返りの内容と貢献(20%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

参考文献は授業内で指定する

#### その他 (HP 等) (Others (e.g. HP))

講義の内容は、授業計画に示した内容が主となるが、その順番は状況によって変更される可能性がある。また、参加者は毎講義後、24 時間以内に振り返りを kintone に投稿する(詳細は第1回の講義で説明する)いかなる理由があっても、3割以上欠席した場合は、自動的に単位取得ができなくなるので留意のこと。

本科目担当教員は、5 年以上の実務経験を有する実務家教員による授業である。加えて、主にグループ討議のサポートを目的として、ヤフー社の人事担当社員がアシスタントとして参加する。

注意事項 (Notice)

- ・本科目担当教員は、5 年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	その他／戦略的人事実務論 (Strategic Personnel Practice)		
担当者名 (Instructor)	櫻井 功(SAKURAI ISAO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6200	言語 (Language)	日本語 (Japanese)
備考 (Notes)	パーソルグループ寄附講座		

#### 授業の目標 (Course Objectives)

最新の人事実務を実例に基づき体系的に学ぶ

Systematically learn the latest HR practices based on actual cases

#### 授業の内容 (Course Contents)

現代・将来の人事機能の在り方を、次の諸点の学習を通じて持論化できる人材を育成する。

(1) 等級・評価・報酬・能力開発などの個々の人事施策の役割と相互の関係性を体系として把握しつつ、個々の施策が実務においてどのような効果を期待されて実装され、運用されているかを、事例などを通じて理解する。

(2) 日本型雇用／ジョブ型雇用、働き方改革、女性・シニア活用など、現代の人事領域課題の背景や施策を実務面から理解する。

(3) 人材・組織開発などが現場においてどのような施策として実装されているか、また課題やチャレンジは何かを事例をもって理解する。

(4) HR Tech、人的資本開示、ウェルビーイング経営、健康経営など、人事が直面する新しい課題を理解し、これからの人事部門の在り方を考える。

Develop HR professionals who are able to make a theory about the present and future of the human resources function through the study of the following points.

(1) Understand the roles and interrelationships of individual HR policies such as job grading, appraisal, compensation, and skill development as a system, and to understand how each policy is implemented and operated with the expectation of its effectiveness in practice.

(2) Understand the background and measures of contemporary HR field issues such as Japanese-style employment/job-based employment, work style reform, utilization of women and seniors, etc. from a practical perspective.

(3) Understand how human resource/organizational development and other measures are implemented in the field, and what the challenges and issues are, with case examples.

(4) Understand new issues facing HR, such as HR Tech, human capital disclosure, wellbeing management, and health management, and consider the future of the HR department.

#### 授業計画 (Course Schedule)

1. イントロダクション: この授業の目的・心構え、自己紹介、アイスブレイク  
戦略人事論1: 人事を取り巻く環境変化～人口動態、人手不足、労働者の意識、法制度
2. 戦略人事論2: 「人事」とは何か、人事機能の戦略的位置づけ、企業事例
3. 人事制度概論: 企業戦略と人事制度のマッチング、職能資格/職務等級/役割等級の違い。日本型雇用とは
4. 人事機能論1: 等級制度(制度設計と運用、日本型雇用が日本社会にもたらしたもの)
5. 人事機能論2: 評価制度(評価手法と運用、新しい取り組み)
6. 人事機能論3: 報酬制度(報酬の理論とトレンド、制度設計/運用)
7. 人事機能論4: 人材・組織開発(育成理論、キャリア開発/CDP、育成ロードマップ、研修開発)採用戦略(人員計画・戦略立案)
8. 前半授業の振り返り、ディスカッション  
中間テスト
9. 人事データ活用論: ピープルアナリティクスと人事施策への応用

10. 人事リスクマネジメント論:人事労務リスク管理、就業規則とは
11. グローバル人事:多国籍企業の人事マネジメント、日本企業におけるグローバル人事導入
12. 人事のウェルビーイング経営:人的資本開示、幸福経営、健康経営、D&I
13. 【最終講義】人事の未来:AI・ロボティクス時代の人事機能
14. 最終テスト

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

準備学習の指示は必要に応じて授業内あるいはKintoneを通じて行うので、各自確認の上準備して授業に臨むこと。

#### 成績評価方法・基準(Evaluation)

中間テスト(40%)/最終テスト(Final Test)(40%)/授業貢献度(相互評価)(20%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

1. 守島基博、2004/2/14、『人材マネジメント入門』、日本経済新聞出版 (ISBN:978-4532110017)
  2. 守島基博・藤村博之他、2015/9/10、『人事の潮流一人と組織の未来像』、経団連出版 (ISBN:978-4818515055)
  3. 海老原嗣生・荻野進介、2018/10/26、『人事の成り立ち』、白桃書房 (ISBN:978-4561227175)
  4. バーナード・マー、2019/6/30、『データ・ドリブン人事戦略』、日本能率協会マネジメントセンター (ISBN:978-4820727330)
  5. HRM 研究会、2022/5/10、『ジョブ型 vs メンバーシップ型』、中央経済社 (ISBN:978-4502420214)
  6. 渡邊雅裕、2022/11/29、『「いい会社」はどこにある?』、ダイヤモンド社 (ISBN:978-4478116784)
- 人事実務経験の少ない/無い履修者は、授業までに以下の本に目を通しておくことを推奨する
1. 人事担当者が知っておきたい、10の基礎知識。8つの心構え。(基礎編)
  2. 人事担当者が知っておきたい、8の実践策。7つのスキル。(ステップアップ編)
- ともに、労務行政研究所編

#### その他(HP等)(Others(e.g. HP))

- ・授業は1日に2コマ続けて実施する。また、コマ間の休み時間は授業の進度により短くなることもある
- ・グループディスカッションや講師からの質疑応答を多数実施し、相互評価による授業貢献度評価を行う
- ・シラバスにある授業の順番と内容は、受講生のレベル、習得状況、授業の進度などに応じ変更する場合がある。また時間との兼ね合いで授業内容が一部次の回にまで伸びることもある。

#### 注意事項(Notice)

- ・本科目担当教員は、5年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。

科目コード／科目名 (Course Code / Course Title)	その他／リーダーシップの理論 (Leadership Theory)		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6200	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標(Course Objectives)

効果的なリーダーシップ開発を行うために必要となるリーダーシップ理論の知識を身につけ、これらの理論を実務に応用するためのスキルを身につけることを目的とする。この目的を達成するために、具体的に以下を目標とする。

1. リーダーシップに関わる学術文献を読みこなし、かつ、他者へ説明することができる力を身につける。
2. 主要なリーダーシップ理論を理解し、当該理論を用いて実際の課題に対する解決方法を提案できる力を身につける。

This course aims for students to acquire knowledge of leadership theories necessary for effective leadership development and to acquire skills for applying these theories in practice.

In order to achieve this objective, the following specific goals are set.

1. Students acquire the ability to read academic literature related to leadership and to explain it to others.
2. Students understand major leadership theories and to acquire the ability to propose solutions to actual problems using these theories.

#### 授業の内容(Course Contents)

文献レビューによって、実践的なスキルの理論的なフレームワークを作成するために必要となる基礎的な知識を身につける。また、文献ディスカッションを通じて問題意識を明確化し、思考力を深め、実践的スキルを磨く。

Through literature review, students acquire the basic knowledge needed to create a theoretical framework for practical skills. In addition, through literature discussion, students clarify their awareness of problems, deepen their thinking, and hone their practical skills.

#### 授業計画(Course Schedule)

1. イントロダクション
2. 古典的なリーダーシップ研究
3. 変革型リーダーシップ 1
4. 変革型リーダーシップ 2
5. サーバント・リーダーシップ 1
6. サーバント・リーダーシップ 2
7. オーセンティック・リーダーシップ
8. 倫理的リーダーシップ
9. 温情主義的リーダーシップ
10. LMX 理論
11. 暗黙的リーダーシップ理論
12. シェアド・リーダーシップ 1
13. シェアド・リーダーシップ 2
14. 授業内テスト

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

毎回、授業の事前準備として以下が求められる。

- 1) 指定された書籍・論文を読み込んでくる。
- 2) 指定された書籍・論文の要点およびディスカッションを PPT にまとめてくる。

担当となった回において、以下のいずれかが求められる。

- 1) 指定された書籍について PPT を作成し、クラス内にて他の学生に説明できるよう準備をする。
- 2) 指定された論文について、レジュメを作成する。また、当該レジュメをもとに行うディスカッションのファシリテーションを行う準備をする。

#### 成績評価方法・基準(Evaluation)

授業内テスト(40%)/各回で求められる課題(40%)/授業内発言(20%)

いかなる理由があっても、授業の 3 割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

テキスト(Textbooks)

初回授業時に提示する。

参考文献(Readings)

初回授業時に提示する。

その他(HP 等)(Others(e.g.HP))

注意事項(Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	その他／キャリアとリーダーシップ論 (Career and Leadership)		
担当者名 (Instructor)	藤澤 広美(FUJISAWA HIROMI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6200	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

本授業は、キャリアの心理学的理論やアプローチの学習と自身の体験を語る活動を通して、大学院での学びと修了後のキャリアについて省察を深め、LDC修了者としての次のステップを見出していくことを最終的な目的とする。そのために具体的に以下を目標とする。

1. キャリアの概念や成人のキャリア発達について基本的な理解を得る。
2. キャリア理論の視点から自己および支援対象者に対する理解を深める。
3. 修了後のキャリアについて展望を持ち、具体的なアクションプランを策定する。

The objective of this course is to find the next step as a graduate of the Leadership Development Course. To that end, we will deepen our reflection on graduate school learning and careers after graduation by learning the theory and approach of career psychology and talking about our own experiences. To achieve this objective, to set the specific following aims.

1. Gain a basic understanding of career concepts and adult career development.
2. Deepen understanding of yourself and the people you support from the perspective of career theory .
3. Have an outlook on your career after graduation and formulate an action plan.

#### 授業の内容 (Course Contents)

理論編: キャリアの心理学的理論やアプローチについて学ぶ。理解を深めるために、受講生による発表やディスカッション等を取り入れる。

演習編: ラウンドテーブルやキャリアインタビュー等の演習を通じて以下を行う。また、成果をプレゼンテーションし、相互にフィードバックを行う。

1. これまでの実践とキャリアを振り返る。
2. キャリア理論の視点から自己および支援対象者を捉え直し、理解を深める。
3. 修了後のキャリアに対する展望を持ち、具体的なアクションプランを策定する。

Theory: Learn about career psychological theories and approaches. Include presentations, discussions, and individual work for understanding.

Exercise: The following efforts will be carried out through exercises such as roundtables and career interviews. Then, give a presentation about the results and give feedback to each other.

1. Reflect on your past practice and your career..
2. Rethink and deepen your understanding of yourself and the people you support from a career theory perspective.
3. Have a perspective on your career after graduation and make a concrete action plan.

#### 授業計画 (Course Schedule)

1. オリエンテーション
2. キャリアとリーダーシップ
3. 自己を知る(1): 実践を語る/プロセスを聞く①
4. 自己を知る(2): 実践を語る/プロセスを聞く②
5. キャリアの理論(1): キャリア発達に関する理論等
6. キャリアの理論(2): 意思決定、トランジションに関する理論等
7. 自己を知る(3): キャリアとリーダーシップを振り返る①
8. 自己を知る(4): キャリアとリーダーシップを振り返る②
9. キャリアの理論(3): 組織内キャリア発達、キャリア支援の動向等
10. キャリアの理論(4): キャリアの理論・アプローチを俯瞰する
11. プランニング(1): 修了後のキャリアとリーダーシップを考える①

12. プランニング(2):修了後のキャリアとリーダーシップを考える②
13. プレゼンテーション:アクションプラン宣言と相互フィードバック
14. まとめ:統合する

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

- 1.講義内容に関連する個人課題に取り組む。
- 2.演習の事前準備として、個人の実践やキャリアを振り返り、資料等を作成する。  
演習後に演習での体験について省察し、レポートを作成する。
- 3.最終プレゼンテーションに向けて準備を行う。
- 4.授業での学びや気づきを踏まえて最終レポートを作成する。

#### 成績評価方法・基準(Evaluation)

授業における参加態度(30%)/課題提出の状況(40%)/最終レポート(Final Report)(30%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

1. 渡辺三枝子(編)、2018、『新版 キャリアの心理学(第2版)』、ナカニシヤ出版 (ISBN:978-4779512940)
- 理論編では上記書籍をテキストとする。

#### 参考文献(Readings)

1. ウィリアム・ブリッジズ他、2014、『トランジション:人生の転機を活かすために』、パンローリング (ISBN:978-4775941225)
  2. 岡本祐子、2007、『アイデンティティ生涯発達論の展開』、ミネルヴァ書房 (ISBN:978-4623048755)
- 発表担当になった場合は上記書籍を購読する必要がある。  
その他の文献は適宜提示する。

#### その他(HP等)(Others(e.g.HP))

- ・本科目は、講義に続いて受講生によるプレゼンテーション、クラスあるいはグループ単位でのディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。

#### 注意事項(Notice)



科目コード／科目名 (Course Code / Course Title)	その他／リーダーシップワークショップ演習 (Seminar in Leadership Workshop)		
テーマ／サブタイトル等 (Theme / Subtitle)	Leadership On the Run - リーダーシップ開発未来へのアプローチ		
担当者名 (Instructor)	難波 克己(NAMBA KATSUMI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6210	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

人と人が交わり目的・目標を持って組織が成り立つ、本講座はリーダーシップを人が有するスキルやキャラクター、更にリーダーという人の概念を人間学の観点から根本的に探求して個々の持つリーダーシップ力を探る。  
受講後に個人の言葉でその定義と価値を表現し、今日の状況の中で実際に行動に移せる事ができる力を身につける。

Organizations exist for people who share their willingness to achieve their goals and objectives. This course focuses on exploring leaders' human skills, their characters, and their humanistic aspects, so the learner can define and demonstrate their value and what leaders are not only by their words but also by their actions in day-to-day life.  
Can a leader be defined as a facilitator?

#### 授業の内容 (Course Contents)

基本的にグループワークを体験的にを行い、数々の関連する今日の哲学、理論などを検証、分析しながら、個人とグループがどのようにチームを成していくかのプロセスを体感しながら学ぶ。人の持つ社会性やコミュニケーションスキルは多様であり、受講生の教育過程で経験してきた事をベースに、BBL(Brain Based Learning) ,EQ, MI など人を理解する上で大事な要素を認識し、体験学習を重視しながらリーダーシップについて自論を持ち、他者と対話をしながら行動に移せる 現在の世界と社会を意識した Creative Leadership について学ぶ。

This experiential-based learning course practices group work, so students are encouraged to participate in various activities. It covers Brain Based Learning(BBL), Emotional Quotient (EQ), and MI theories that represent the diversity of human ability or quality for present society. Students are encouraged to un-learn or re-learn our pedagogy from our education. The course aims for students to explore "creative leadership" and its applications beyond the business world, in other professional fields as well.

#### 授業計画 (Course Schedule)

- オリエンテーション リーダーシップの定義からの Insight と個人の Perspectives  
\* 目標設定 Goal Settings
- 体験学習・体験教育の理論と方法について、アドベンチャーアプローチ (Adventure Based Learning) という方法について解説・検証
- 組織心理学とグループ理論 - 演習から体験学習による紐付け  
現代のリーダーシップのあり方を問う、MO 理論の探究と展開
- グループダイナミクスとグループプロセス 理論から実践へ  
個とグループの文化的な背景の中で検証する、Humanistic Approach について
- リーダーシップとファシリテーション - ファシリテーション型リーダーシップについて  
存在する行動論理についての討議、行動論理から見た自己分析, Self-exploration
- グループワークと心・身・情の安全 - Emotional Safety について  
\* ABC 理論からの視点 Neuroscience からの学べること、Mental Health を踏まえた Wellness Approach
- Full Value Contract と Challenge by Choice という考え方と実践法  
Adventure Leadership とは、人の能力を引き出すには
- グループプロジェクト リーダーシップ研究からダイアログ、実践へ  
\* 受講者数に応じたグループ編成とプレゼンテーション
- プレゼンテーション、フィードバック、振り返り、ダイアログ  
active engagement
- リーダーシップ研究についてダイアログの展開  
active engagement
- リーダーシップ開発とチーム開発についてダイアログの展開  
active engagement
- リーダーシップ開発の視点から資質の分析 - 他領域に見るリーダーの資質の分析  
active engagement
- 振り返り Reflection 、目標設定 Further Goal Settings

- 本講座のテキスト or ハンドブック作成へのチャレンジ
14. 本講座を振り返り、全ての学びに関する Definition の共有、及び Motivational Speech Session

**授業時間外(予習・復習等)の学習 (Study Required Outside of Class)**

授業形態を考慮に入れ(3日間短期集中講座)授業中に学びのプロセスから提案・指定する文献等のリソースを読みダイアログの場で活かし適用していくことが助長される。

**成績評価方法・基準 (Evaluation)**

最終レポート(Final Report)(30%)/グループプロジェクト(プレゼンテーション)(30%)/グループ評価(20%)/自己評価(20%)

**テキスト(Textbooks)**

テキスト・文献は特定した書はなく、授業の内容とプロセスにおいて提案

**参考文献 (Readings)**

1. ピーター・M・センゲ、2011、『学習する組織』、英治出版 (ISBN:9784862761019)
  2. リサ・フェルドマン・バレット、2017、『情動はこうしてつくられる』、紀伊国屋書店 (ISBN:1920040032009)
  3. 松尾 睦、2006、『経験からの学習』、同文館出版 (ISBN:1923036032007)
  4. 太刀川英輔、2021、『進化思考』、海士の風 (ISBN:9784909934000)
  5. 吉田新一郎、2006、『学びは組織で成長する』、光文社新書 (ISBN:4334033393)
  6. スティーブン・ピンカー、2019、『21 世紀の啓蒙(上下巻)』、草思社 (ISBN:9784794224217)
- リソース・テキスト・文献は社会情勢を踏まえて授業内で提供する

**その他(HP 等) (Others(e.g.HP))**

インターネット上の情報を活用(授業時に提案)

**注意事項 (Notice)**

- ・本科目担当教員は、5 年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	その他／質的研究法 (Qualitative Research Methods)		
担当者名 (Instructor)	伊勢坊 綾(ISEBO AYA) 藤澤 広美(FUJISAWA HIROMI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6210	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

1. 量的・質的研究にまつわる認識論・方法論の違いを理解する
2. 質的研究のデータ取得手法として、インタビューを実践し、分析する
3. 自己のプロジェクト遂行のために、質的研究がどのように活用できるかを考察する

The objectives of this course are as follows:

1. To understand the epistemological and methodological differences between quantitative and qualitative research.
2. To practice interview as a method of data acquisition for qualitative research and to analyze the data.
3. To consider how qualitative research can be used to pursue one's own projects.

#### 授業の内容 (Course Contents)

理論編(1～6): 質的研究に関する基礎的概念・手法を学ぶ  
実践編(7～14): 研究をデザインし、質的研究を実践する

This course deals with the following:

Part 1 (1-6): students are expected to learn basic concepts and methods related to qualitative research.

Part 2 (7-14): students are expected to design a research and practice qualitative research.

#### 授業計画 (Course Schedule)

1. ガイダンス: 学習目標・講義の進め方・評価基準
2. 量的・質的研究の違い、質的研究の基本的な考え方(オンデマンド配信)
3. 質的調査のデータ収集、データ収集における姿勢(オンデマンド配信)
4. インタビュー調査の基本的知識(オンデマンド配信)
5. 質的データの分析方法に関する論文購読
6. インタビューガイドの作成
7. データ分析①インタビューガイド確認、データ収集状況・文字起こし状況確認
8. データ分析②M-GTA、TEM、SCAT等の手続き
9. データ分析③分析実習
10. データ分析④分析実習
11. データ分析⑤分析実習
12. データ分析⑥分析実習
13. 分析結果の発表
14. 分析結果の発表、まとめ

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

質的データの収集は授業時間外に行うこととする。データ分析も授業時間外に行う可能性が高いため、時間の確保に努めること。

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/出席状況・授業への参加態度、発表資料及び分析経過報告資料(70%)  
いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト (Textbooks)

特に指定しない

#### 参考文献 (Readings)

適宜紹介する。  
なお、授業で発表してもらう論文は Kintone で配布する。

その他(HP 等) (Others(e.g. HP))

オンデマンド配信日及び文献配布日は、kintone 上で連絡する。

注意事項 (Notice)

- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	その他／インターンシップ2 (Internship 2)		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN) 中原 淳(NAKAHARA JUN)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6220	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

リーダーシップ開発に関わるインターンシップを通して

1. リフレクションやフィードバックなど、人材開発、リーダーシップ開発、組織開発に必要な概念を学ぶこと
2. 課題解決プロセスをリフレクションしながら、セルフアウェアネスを高め、自己のリーダーシップ課題を明確化すること
3. リーダーシップ開発コースのカリキュラムマップを学び、かつ、リーダーシップ開発コースの大学院生としてのアイデンティティを確立すること

Through the internship regarding leadership development,

1. students learn reflection, feedback, and so on those are necessary for human resource development, leadership development, and organizational development.
2. students promote self-awareness and clarify the challenge of their leadership by the reflection of the problem-solving process.
3. students learn the curriculum of leadership development course and develop the identity as the students of leadership development course.

#### 授業の内容 (Course Contents)

リーダーシップ開発の現場において、実際のリーダーシップ開発の企画・運営に参加する。また、実践後に振り返りを行うと同時に、実践および振り返りの内容の報告を行う。

Students participate in the planning and operation of actual leadership development program in the field. After the program, students reflect the process of the planning and operation and present the results of the program and reflection.

#### 授業計画 (Course Schedule)

1. イントロダクション
2. 現地実習(オリエンテーション)
3. 現地実習(リーダーシップ開発プログラム企画1)
4. 現地実習(リーダーシップ開発プログラム企画2)
5. 現地実習(リーダーシップ開発プログラム企画3)
6. 現地実習(リーダーシップ開発プログラム企画4)
7. 現地実習(リーダーシップ開発プログラム運営1)
8. 現地実習(リーダーシップ開発プログラム運営2)
9. 現地実習(リーダーシップ開発プログラム運営3)
10. 現地実習(リーダーシップ開発プログラム運営4)
11. 現地実習(リーダーシップ開発プログラム運営5)
12. 現地実習(リーダーシップ開発プログラム運営6)
13. 現地実習の振り返り
14. 現地実習の報告プレゼンテーション

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

授業時間外にもリーダーシップ開発実践のための準備を行う。

#### 成績評価方法・基準 (Evaluation)

実習先の評価(40%)/実習の報告プレゼンテーション(40%)/実習の振り返り(20%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

必要に応じて適宜指示する。

その他(HP 等) (Others(e.g.HP))

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／インターンシップ2 (Internship 2)		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN) 中原 淳(NAKAHARA JUN)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6220	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

リーダーシップ開発に関わるインターンシップを通して

1. リフレクションやフィードバックなど、人材開発、リーダーシップ開発、組織開発に必要な概念を学ぶこと
2. 課題解決プロセスをリフレクションしながら、セルフアウェアネスを高め、自己のリーダーシップ課題を明確化すること
3. リーダーシップ開発コースのカリキュラムマップを学び、かつ、リーダーシップ開発コースの大学院生としてのアイデンティティを確立すること

Through the internship regarding leadership development,

1. students learn reflection, feedback, and so on those are necessary for human resource development, leadership development, and organizational development.
2. students promote self-awareness and clarify the challenge of their leadership by the reflection of the problem-solving process.
3. students learn the curriculum of leadership development course and develop the identity as the students of leadership development course.

#### 授業の内容 (Course Contents)

リーダーシップ開発の現場において、実際のリーダーシップ開発の企画・運営に参加する。また、実践後に振り返りを行うと同時に、実践および振り返りの内容の報告を行う。

Students participate in the planning and operation of actual leadership development program in the field. After the program, students reflect the process of the planning and operation and present the results of the program and reflection.

#### 授業計画 (Course Schedule)

1. イントロダクション
2. 現地実習(オリエンテーション)
3. 現地実習(リーダーシップ開発プログラム企画1)
4. 現地実習(リーダーシップ開発プログラム企画2)
5. 現地実習(リーダーシップ開発プログラム企画3)
6. 現地実習(リーダーシップ開発プログラム企画4)
7. 現地実習(リーダーシップ開発プログラム運営1)
8. 現地実習(リーダーシップ開発プログラム運営2)
9. 現地実習(リーダーシップ開発プログラム運営3)
10. 現地実習(リーダーシップ開発プログラム運営4)
11. 現地実習(リーダーシップ開発プログラム運営5)
12. 現地実習(リーダーシップ開発プログラム運営6)
13. 現地実習の振り返り
14. 現地実習の報告プレゼンテーション

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

授業時間外にもリーダーシップ開発実践のための準備を行う。

#### 成績評価方法・基準 (Evaluation)

実習先の評価(40%)/実習の報告プレゼンテーション(40%)/実習の振り返り(20%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

必要に応じて適宜指示する。

その他(HP 等) (Others(e.g.HP))

注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／チームワーク論 (Teamwork Theory)		
テーマ／サブタイトル等 (Theme / Subtitle)	チームワーク論		
担当者名 (Instructor)	田中 聡(TANAKA SATOSHI)		
学期 (Semester)	秋学期2(Fall Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6200	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標(Course Objectives)

チームワークに関する基礎理論・基礎知識について理解を深めること

This course aims for students to acquire the basic theory and fundamental knowledge about teamwork.

#### 授業の内容(Course Contents)

はじめに、チームやチームワークに関する基礎理論・基本的概念について理解する。関連する文献を購読し、ディスカッションすることで理解を深める。次に、データと理論をもとに、効果的なチームワーク行動について実践的に理解する。

In the first part of this class, students are expected to learn the basic theory and fundamental knowledge related to teams and teamwork. Students will read relevant literature and discuss it. In the second part, students are expected to learn a practical knowledge of effective teamwork behavior based on data and theory.

#### 授業計画(Course Schedule)

1. イントロダクション  
チームとは、チームワークの重要性
2. チームワーク経験の振り返りとチームワーク持論の抽出
3. チームに関連する基礎理論  
社会心理学の理論・先行研究・グループダイナミクスの理論
4. チームに関連する基礎理論  
集団の性質、チームワークのフレームワーク
5. チームワークの前提条件：メンバー編成  
メンバーのパーソナリティ・能力・多様性など
6. チームワークの前提条件：リーダー特性  
リーダーのパーソナリティ・リーダーシップ行動など
7. チームワークの行動的側面①：目標管理  
目標管理理論・モチベーション理論など
8. チームワークの行動的側面②：タスク遂行  
社会的な手抜き、集団浅慮、集団的意思決定など
9. チームワークの行動的側面③：相互フィードバック  
相互フィードバックなど
10. チームワークの行動的側面④：全体振り返り
11. チームワークの態度的側面  
心理的安全性・相互信頼性・集団凝集性
12. チームワークの認知的側面  
共有メンタルモデル・トランザクティブメモリー
13. チームマネジメント手法／バーチャルチーム
14. 授業全体の振り返り

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

授業後に適宜、学習内容に関連する課題(英語論文の購読を含む)を提示し、チームおよび個人単位で取り組んでいただくことがある。

#### 成績評価方法・基準(Evaluation)

出席状況・授業への参加態度(50%)／提出課題の内容[複数回](50%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト(Textbooks)

適宜授業内で指示する

参考文献 (Readings)

授業初回で指示する

その他 (HP 等) (Others (e.g. HP))

注意事項 (Notice)

- ・本科目担当教員は、5 年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50% 以上である。

科目コード／科目名 (Course Code / Course Title)	その他／人材開発・組織開発実践論 (Practice of Human Resource and Organization Development)		
テーマ／サブタイトル等 (Theme / Subtitle)	組織開発実践者に求められるマインド、スキル、知識の深堀		
担当者名 (Instructor)	齊藤 光弘(SAITO MITSUHIRO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6200	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

本授業は、「組織開発の取り組みにおいて、効果的な介入を行うために必要となる実践的なマインドやスキル、知識を習得することで、受講生が、よりフットワークよく各自の現場に対して、必要なアクションに取り組めるようになること」を目的としている。

The aim of the course is "to equip participants with the practical mindset, skills and knowledge required to deliver effective interventions in organization development initiatives, enabling them to take the necessary action in their own settings with greater footwork".

#### 授業の内容 (Course Contents)

本授業を通じて、定量的な調査に基づく組織診断の情報をもとに、組織/ チームの状態を観立る、必要な介入手法を選択し、実行する、といった、組織開発の一連のプロセスを体感することを意識している。教科書的な知識(理論)は抑えつつも、「実際に組織開発のプロジェクトを展開する」という状況において、実践者としてどの様に思考し、各アクションを実行していくのかについて、より現場感のある形で検討を深める。

また、授業中には、組織開発に関する社内実践者と外部支援者をゲストとして招き、それぞれの立場から見た、組織開発を進める上での要諦についても話を伺う。受講生は、各自が想定する現場と紐づけながら、実践的な知恵を獲得することが期待される。

Specifically, the course is designed to take the students through a series of processes in organization development, such as assessing the state of the organization/team based on information from a quantitative survey-based organizational diagnosis, and selecting and implementing the necessary interventions. In this course, you will learn how to think as a practitioner and how to implement each action in the actual situation of developing an organization development project.

In addition, we will invite internal practitioners and external supporters of organization development as guests in the class, and hear their perspectives on how to proceed with organization development. Students are expected to gain practical wisdom by linking the course to their own situations.

#### 授業計画 (Course Schedule)

1. オリエンテーション  
受講者の自己紹介
2. 組織開発実践者/ 支援者としてのマインドの深堀
3. 組織診断ツールの活用における留意点(1)
4. 組織診断ツールの活用における留意点(2)
5. 組織の状態の観立て方(1)
6. 組織の状態の観立て方(2)
7. ゲスト講義: 組織開発の内部実践者のストーリー (1)
8. ゲスト講義: 組織開発の内部実践者のストーリー (2)
9. 介入手法についての学び
10. 介入手法の実践ワーク(1)
11. 介入手法の実践ワーク(2)
12. 介入手法の実践ワーク(3)
13. 組織開発実践者としての自分自身の恐れや不安との向き合い方
14. 最終振り返り

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

- ・各回の授業に関する基本的な説明については、授業前に 30～60 分程度の動画を共有する。受講生は、反転学習を意識しながら、動画を視聴し、自身の考えをまとめた上で、授業に参加することが求められる。
- ・各回の授業に向け、回によっては、1～2 時間程度の課題作成が必要になるときがある。
- ・授業後、20 分程度の振り返りシート作成も必要になる。

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/中間レポート(30%)/振り返りシート[毎回](20%)/平常点(20%)

いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

テキスト(Textbooks)

なし

参考文献(Readings)

1. エドガー・H・シャイン、2012、『プロセス・コンサルティング』、白桃書房
2. 中原淳・中村和彦、2018、『組織開発の探究』、ダイヤモンド社
3. 中原淳、2020、『サーベイ・フィードバック入門』、PHP 研究所
4. 中村和彦、2015、『入門 組織開発 生き活きと働ける職場をつくる』、光文社
5. 齊藤光弘・中原淳 編著、2022、『M&A 後の組織・職場づくり入門』、ダイヤモンド社

その他(HP 等) (Others(e.g. HP))

注意事項(Notice)

- ・本科目担当教員は、5年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の50%以上である。

科目コード／科目名 (Course Code / Course Title)	その他／マネジリアル・コーチング論 (Managerial Coaching)		
担当者名 (Instructor)	永田 正樹(NAGATA MASAKI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU6200	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

効果的な部下指導を行うために必要となるマネジリアル・コーチング論の知識を身につけ、これらの理論を実務に応用するためのスキルを習得することを目的とする。

This course aims for students to acquire knowledge of managerial coaching theories necessary for effective subordinate coaching, and to acquire skills for applying these theories in practice.

#### 授業の内容 (Course Contents)

「マネジリアル・コーチング論」は、マネジリアル・コーチングに関する基礎知識を文献レビューの形で身につけ、ディスカッションを行う。また、マネジリアル・コーチングのロールプレイングを実施することにより、マネジリアル・コーチングの基礎的なスキルを理解する。

In Managerial Coaching Theory basic knowledge of managerial coaching will be acquired through literature review and discussion. In addition, role-playing of managerial coaching will be conducted in order to understand the basic skills of managerial coaching.

#### 授業計画 (Course Schedule)

1. オリエンテーション: マネジリアル・コーチングの概要
2. マネジリアル・コーチングの実践①
3. マネジリアル・コーチング行動の理論
4. マネジリアル・コーチングの実践②
5. 1on1 の実践を体験する①
6. 1on1 の実践を体験する②
7. マネジリアル・コーチングの成果に関する研究
8. フィードバック面談
9. 先行要因としての心理的安全性
10. フィードフォワード面談
11. リフレクションの理論
12. リフレクション面談
13. 事例研究
14. (まとめ) マネジリアル・コーチングの実践

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

グループでのプレゼンテーションに備え、文献を読み資料をまとめる必要がある。  
簡単な振り返りレポートを提出する必要がある。  
実践研究として、コーチングを試行する必要がある。

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/プレゼンテーション(授業内での発表など)(60%)  
いかなる理由があっても、授業の3割以上を欠席した場合は、自動的に単位取得ができなくなるので留意すること。

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

1. 松尾睦、2019、『経験学習リーダーシップ』、ダイヤモンド社 (108918)

#### その他 (HP 等) (Others(e.g. HP))

注意事項 (Notice)

- ・本科目担当教員は、5 年以上の実務経験を有する。
- ・本科目は、講義、受講生によるプレゼンテーション、受講生同士のディスカッションなど双方向形式で授業を展開する。
- ・双方向による授業の割合は全授業回数の 50%以上である。

科目コード／科目名 (Course Code / Course Title)	自動登録／Module1		
テーマ／サブタイトル等 (Theme / Subtitle)	Conceptualization and Planning		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.) レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5011	言語 (Language)	英語 (English)
備考 (Notes)			

**授業の目標 (Course Objectives)**

Introduce students to creation and innovation processes within business, and the roles and competencies of the entrepreneur.

**授業の内容 (Course Contents)**

This module is comprised of seven sessions (one class per session for a total of seven classes) and introduces a range of approaches used in the conceptualization of business ideas. These approaches include ideation, value creation, mission design, competitive context mapping, business model design and scenario planning.

**授業計画 (Course Schedule)**

1. Introduction
  2. Ideation: Creativity / Invention & Transformation / Improvement.
  3. Value: Value creation and business – envisaging innovation and change.
  4. Mission: Framing and identifying an opportunity.
  5. Context: Mapping and analyzing a competitive terrain. Environmental analysis of economic, industry, market forces and key trends.
  6. Model: Mapping core competencies and resource sets.
  7. Plan: Scenarios, milestones, obstacles and risks.
- Please note: This course lasts for only seven sessions. There are no classes after the seventh session.  
(This is the final class in module one)

**授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)**

To be announced.

**成績評価方法・基準 (Evaluation)**

Case presentations(25%)/Discussion participation(25%)/Final Presentation(50%)

**テキスト (Textbooks)**

References to be announced in class.

**参考文献 (Readings)**

References to be announced in class.

**その他 (HP 等) (Others(e.g.HP))****注意事項 (Notice)**

科目コード／科目名 (Course Code / Course Title)	自動登録／Module2		
テーマ／サブタイトル等 (Theme / Subtitle)	Strategic Business Planning		
担当者名 (Instructor)	尾崎 俊哉(OZAKI TOSHIYA) 西原 文乃(NISHIHARA AYANO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB5011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

To acquire familiarity with the principal concepts, frameworks and techniques of strategic management. To gain expertise in applying these concepts, frameworks and techniques to challenges of multinational firms in evaluating strategic options.

#### 授業の内容 (Course Contents)

The course is to help students develop a holistic understanding of the firm by examining markets, industries, and competition, organizational resources and capabilities and the boundary of the firm, and the importance of strategy for a firm to move forward and stay competitive.

#### 授業計画 (Course Schedule)

1. Introduction to the course
2. What is strategy? Why is strategy important?
3. Vision, Mission, Objectives, and Strategy
4. Organization, Value Chain, Supply Chain
5. Market based approach to strategy (1)
6. Market based approach to strategy (2)
7. Resource based approach to strategy (1)
8. Resource based approach to strategy (2)
9. Boundary of firm – vertical integration
10. Boundary of firm – vertical integration
11. Boundary of firm – horizontal diversification
12. Boundary of firm – horizontal diversification
13. Cases
14. Cases

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

To be announced.

#### 成績評価方法・基準 (Evaluation)

Class participation(40%)/Quizzes(30%)/Case presentation and mini-report(30%)  
The participation in the class discussion is essential for the assessment.

#### テキスト (Textbooks)

1. Thompson, Arthur A. 2015. *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*. McGrawHill (ISBN:978-0077720599)

#### 参考文献 (Readings)

Cases to be announced in class.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	自動登録／Module3		
テーマ／サブタイトル等 (Theme / Subtitle)	Market Analysis and Planning		
担当者名 (Instructor)	辻 洋右(TSUJI YOSUKE)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB5011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Upon completion of this course, students are expected to...

1. Successfully demonstrate an understanding of marketing principles and theories and their applications to business settings.
2. Be able to identify and critically analyze marketing problems,
3. Develop a creative strategy for solving marketing problems,
4. Provide written reports and oral presentations for these solutions

#### 授業の内容 (Course Contents)

Classes will be a combination of lectures & discussions. For each class, students should prepare with background readings. In addition, students are expected to actively participate in discussions. A detailed schedule will be provided at the beginning of the semester.

Below course schedule is tentative and is subject to change.

#### 授業計画 (Course Schedule)

1. Course introduction and background
2. Marketing Strategy
3. Case Study 1
4. Marketing Environment
5. Consumer Behavior
6. Case Study 2
7. Market Research
8. Case Study 3
9. Segmentation, Targeting, & Positioning
10. Case Study 4
11. Marketing Mix 1
12. Case Study 5
13. Group Presentations
14. Group Presentations

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Students should prepare well for the class (read assigned materials and cases).

#### 成績評価方法・基準 (Evaluation)

Participation(30%)/Group presentations(40%)/Individual reports(30%)

#### テキスト (Textbooks)

Reading materials will be posted via the e-learning system (Blackboard). Other materials should be purchased through Harvard Business School Press website.

#### 参考文献 (Readings)

TBA

#### その他 (HP 等) (Others(e.g. HP))

Above schedule is tentative and is subject to change.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／Module4		
テーマ／サブタイトル等 (Theme / Subtitle)	Survey Methods and Quantitative Analysis		
担当者名 (Instructor)	フォウラー, R(FOWLER RANDY)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB5011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Students will master the fundamentals of survey techniques and statistical analysis in the business context, as well as understand the uses and limitations of survey research.

#### 授業の内容 (Course Contents)

Lectures will cover important topics on survey techniques and statistical analysis, including matching research design with ontology, designing questions and survey format, sampling and data collection, hypothesis testing, ANOVA, regression analysis, and factor analysis. Challenges such as survey error and nonresponse bias will also be discussed. Students will also have the opportunity to become acquainted with statistical analysis tools by trying them in class under instructor supervision. All students will apply what they have learned by undertaking a survey research project, writing up the results to submit as a final report, and presenting their progress in slide presentations at the midterm (discussing research design) and at the conclusion of the course (discussing the entire project including analysis and results).

#### 授業計画 (Course Schedule)

1. Overview and Introduction
2. Ontology, Purposes of Survey Research, Sampling
3. Sampling Error; Nonresponse Bias
4. Survey Questions
5. Validity; Survey Design
6. Survey Interviewing; Preparing Data for Analysis; Ethical Issues; Reporting Survey Research
7. Midterm presentations of Research and Survey Design
8. Midterm presentations of Research and Survey Design (II)
9. Statistical Analysis
10. Statistical Analysis (II)
11. Regression Analysis
12. Data Analysis Workshop
13. Final Research Presentations (I)
14. Final Research Presentations (II)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students should review material before class, and come prepared to work on computer-based quantitative data analysis.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Midterm Research Presentation(30%)/Final Research Presentation(30%)

#### テキスト (Textbooks)

None

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／Module5		
テーマ／サブタイトル等 (Theme / Subtitle)	Financial Analysis		
担当者名 (Instructor)	岡本 紀明(OKAMOTO NORIAKI) 千野 厚(CHINO ATSUSHI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB5011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Provide participants with skills and knowledge to undertake financial analysis and valuation of a business project or company.

#### 授業の内容 (Course Contents)

This module is an introduction to financial accounting and financial decision making tools. After completing this module students should be:

- 1) familiar with corporate balance sheet, income statement, and statement of cash flows.
- 2) able to understand financial ratios as required by managers of a business operation.
- 3) familiar with the capital asset pricing model and weighted average cost of capital.
- 4) able to recognize the importance of DCF analysis in a business context such as mergers and acquisitions.

This is an intensive course. Students must be prepared to discuss reading (and other material) for each session.

#### 授業計画 (Course Schedule)

1. Basic Concepts and Principles in Financial Accounting
2. Balance Sheet
3. Income Statement
4. Statement of Cash Flows
5. Short Term Financial Statement Analysis
6. Long Term Financial Statement Analysis
7. Presentations: Financial Statement Analysis
8. Review of Decision Making Rules: Net Present Value (NPV) and Internal Rate of Return (IRR)
9. NPV and IRR: Case
10. Weighted Average Cost of Capital (WACC)
11. Weighted Average Cost of Capital and IRR: Case
12. Enterprise Valuation, WACC, and Free Cash Flows
13. Enterprise Valuation: Case
14. Enterprise Valuation: Case

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Detailed course outline will be posted on Blackboard (or Canvas LMS). Notes will be made available on the web. Review notes, read text, and read cases before coming to class. You should also review your notes after each class.

#### 成績評価方法・基準 (Evaluation)

Presentations and Reports(30%)/Case Discussion and Reports(25%)/Test One(20%)/Test Two (Quizzes)(25%)  
Students must earn a passing grade on the tests to pass the module.

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

1. Eugene Brigham, Joel Houston. 2019. *Fundamentals of Financial Management*. Engage Learning (978-133790257)
2. Brealey, Myers, Marcus. 2017. *Fundamentals of Corporate Finance*. McGraw Hill (ISBN:978-1259722615)
3. Brealey, Myers, Allen. 2022. *Principles of Corporate Finance*. McGraw Hill (ISBN:978-1265074159)
4. Akashi Hongo. 2019. *A Bilingual Introduction to Corporate Finance*. Chuo Keizai (ISBN:978-4502302015)
5. Kieso, Weygandt, Warfield. 2020. *Intermediate Accounting-IFRS Edition*. Wiley (ISBN:978-1119607519)

#### その他 (HP 等) (Others(e.g. HP))

Prerequisites: BT188 Financial Accounting and BT183 Finance (or equivalent). Familiarity with concepts covered in undergraduate level introductory finance and financial accounting courses.

注意事項 (Notice)
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科目コード／科目名 (Course Code / Course Title)	自動登録／Module6		
テーマ／サブタイトル等 (Theme / Subtitle)	Business Communication Theory and Practice		
担当者名 (Instructor)	シュールズ, D(SCHULES,DOUGLAS)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The course provides students with techniques for effective documentation and strategies for effective presentation. Major goals for each include:

Documentation:

- 1) design
- 2) sourcing

Presentation:

- 1) organization
- 2) audience engagement

Other issues may be covered as the class needs or requests.

#### 授業の内容 (Course Contents)

As the focus of this module lies in practice rather than theory, students will demonstrate their understanding of course content through the design and development of discrete documents and presentations. These will be shown to the class, who—in classic workshop fashion—will provide feedback and suggestions for improvement. Much of the work will be geared towards the creation of the materials for the final presentation, so at the module's conclusion students should have an effective, albeit rudimentary, framework from which to build.

#### 授業計画 (Course Schedule)

1. Intro to class and communication theories
2. Presentation Theories I
3. Presentation Theories II
4. Delivery and Technology I
5. Delivery and Technology II
6. Final Presentation
7. Final Presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

As this class is a workshop format, students will be expected to come prepared to showcase their presentation materials.

#### 成績評価方法・基準 (Evaluation)

Workshop Contributions(50%)/Homework(50%)

#### テキスト (Textbooks)

None

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／Final Research Project		
テーマ／サブタイトル等 (Theme / Subtitle)	Masters Essay and Documentation		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.) 西原 文乃(NISHIHARA AYANO) 岡本 紀明(OKAMOTO NORIAKI) 尾崎 俊哉(OZAKI TOSHIYA) シュールズ, D(SCHULES,DOUGLAS) 辻 洋右(TSUJI YOSUKE) 千野 厚(CHINO ATSUSHI) フォウラー, R(FOWLER RANDY) レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	4単位(4 Credits)
科目ナンバリング (Course Number)	MIB6111	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is the framework wherein students in their second year will complete the research and analysis constituting their Final Research Project and write their Masters Essay and Documentation.

#### 授業の内容 (Course Contents)

As a framework, this course will provide information regarding the project specifications and a schedule for the completion of project work. During the course students will be assigned an individual advisor who will consult with them throughout their project. In addition, students will have access to faculty in key disciplinary fields to consult with them on specific issues in their research and proposal. Details of the project specifications and the schedule for the final presentation will be announced at the first class.

#### 授業計画 (Course Schedule)

1. Introduction and orientation
2. Individual consultation
3. Individual consultation
4. Individual consultation
5. Individual consultation
6. Individual consultation
7. Individual consultation
8. Individual consultation
9. Individual consultation
10. Mid-term presentation
11. Mid-term presentation
12. Individual consultation
13. Individual consultation
14. Individual consultation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

To be announced.

#### 成績評価方法・基準 (Evaluation)

Final Presentation(100%)

#### テキスト (Textbooks)

Will be assigned to each student if necessary by their advisors according to their project content and research methodology.

#### 参考文献 (Readings)

Will be assigned to each student if necessary by their advisors according to their project content and research methodology.

#### その他 (HP 等) (Others(e.g.HP))



科目コード／科目名 (Course Code / Course Title)	自動登録／Final Research Project		
テーマ／サブタイトル等 (Theme / Subtitle)	Masters Essay and Documentation		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.) 西原 文乃(NISHIHARA AYANO) 岡本 紀明(OKAMOTO NORIAKI) 尾崎 俊哉(OZAKI TOSHIYA) 竹澤 伸哉(TAKEZAWA NOBUYA) トンプソン, G(THOMPSON GENE ROBERT) 辻 洋右(TSUJI YOSUKE) 千野 厚(CHINO ATSUSHI) フォウラー, R(FOWLER RANDY) レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	4単位(4 Credits)
科目ナンバリング (Course Number)	MIB6111	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is the framework wherein students in their second year will complete the research and analysis constituting their Final Research Project and write their Masters Essay and Documentation.

#### 授業の内容 (Course Contents)

As a framework, this course will provide information regarding the project specifications and a schedule for the completion of project work. During the course students will be assigned an individual advisor who will consult with them throughout their project. In addition, students will have access to faculty in key disciplinary fields to consult with them on specific issues in their research and proposal. Details of the project specifications and the schedule for the final presentation will be announced at the first class.

#### 授業計画 (Course Schedule)

1. Introduction and orientation
2. Individual consultation
3. Individual consultation
4. Individual consultation
5. Individual consultation
6. Individual consultation
7. Individual consultation
8. Individual consultation
9. Individual consultation
10. Mid-term presentation
11. Mid-term presentation
12. Individual consultation
13. Individual consultation
14. Individual consultation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

To be announced.

#### 成績評価方法・基準 (Evaluation)

Final Presentation(100%)

#### テキスト (Textbooks)

Will be assigned to each student if necessary by their advisors according to their project content and research methodology.

#### 参考文献 (Readings)

Will be assigned to each student if necessary by their advisors according to their project content and research methodology.

#### その他 (HP 等) (Others(e.g.HP))





科目コード／科目名 (Course Code / Course Title)	KN111／Human Resource Management in Japan		
テーマ／サブタイトル等 (Theme / Subtitle)	The Japanese human resource management – viewing its big success and problems not just as a cultural aspects but as theoretical analysis		
担当者名 (Instructor)	杉山 浩一(SUGIYAMA KOICHI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The Japanese style HRM is very famous as a special style because it is generally understood based on Japanese cultural characteristics. However, in this course, we analyze it from the viewpoint of the theoretical framework. We also learn the knowledge of HRM necessary for managers in international business fields. So the course objective is to understand the HRM in Japan with the theoretical HRM viewpoints. For this goal, in the learning process, this course analyzes both the traditional Japanese HRM model and recent movement in HRM in Japan, in comparison with the HRM in international business.

#### 授業の内容 (Course Contents)

This course provides practical knowledge and essential skills to manage people in organizations effectively beyond just the basic theories. The students will understand that management problems caused by cultural differences can be solved through HRM theories and practical wisdom in rational ways. You don't need any prior knowledge about HRM for taking this course. Teaching methods used in this course will include lecture, case analysis, class discussion and small group discussion. In addition, we may have guest speakers for further practical understanding of the HRM in Japan. Learning in this course requires active individual participation and groupwork. Sharing perceptions and ideas with other members, who might come from different countries, is very important for the HRM in Japan study.

#### 授業計画 (Course Schedule)

1. Introduction of the Course Purpose and Contents
  - \*Course condition and approach to "HRM in Japan"
  - \*The basic characteristics of the Japanese HRM
  - \*Basic framework of HRM
  - \*HRM as management tool in global business field
2. Overview of the Japanese Management System and HRM
  - \*History of the Japanese Style Management
  - \*Basic structure of the Japanese style management and its rationality
  - \*Views to the Japanese style management beyond culture
  - \*The HRM in Japan now – issues and changes
3. Recruitment, HR Planning, Career path and HR Development
  - \*Japanese Recruitment
  - \*Business strategy and HR planning
  - \*Organization and individuals
  - \*Job rotation and HR development
4. External and Internal Labor Market for Competitive HRM
  - \*Case Study 1: United Parcel Service (A) (Tentative)
5. Evaluation and Grade Structure
  - \*Japanese grading method
  - \*Japanese evaluation system
6. Guest Speaker Session 1(Tentative)
7. Japanese Rewarding System and Motivation
  - \*Japanese incentive and motivation system
  - \*Japanese individuals in a team
  - \*Structuring international reward – short and long term
8. Management of Competitiveness of Japanese Companies Overseas through Evaluation and Reward System
  - \*Case Study 2: Orix K.K.(Tentative)
9. Guest Speaker Session 2(Tentative)
10. Culture and System in HRM – Challenge of Japanese Companies in Globalization
  - \*Case Study 3: Mabuchi Motor Co., Ltd.(Tentative)
11. Japanese Performance Management

- \*Definition and criteria for performance in Japanese HRM
- \*Characteristics of Japanese performance management
- 12. Japanese Cross Cultural Team Building
  - \*Movie "Gung Ho" (Tentative)
- 13. Major Organizational Structures in Global Companies and Japanese Management
  - \*Type and purpose of organizational structure
  - \*Change through growth
  - \*Centralization vs Decentralization
  - \*Official and unofficial function
- 14. HRM for Globalization and Recent HRM Topics in Japan
  - \*Requirements to Japanese management for corporate social responsibility and governance in the world
  - \*Post Covid-19 movement in Japanese HRM
  - \*Issues for future Japanese HRM
  - \*Course Review and Wrap Up

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

The instructor will provide a handout in every time and copies of the case studies with necessity. You have a short report assignment for each case study. Read the handout before class and review the learning points after class.

#### 成績評価方法・基準 (Evaluation)

Individual assignments (short reports to case studies as homework)(30%)/Group presentations to case studies (quality of contents)(15%)/Individual class discussion contribution (quantity and quality)(15%)/最終レポート(Final Report)(40%)  
 You have 3 times of group assignments for case studies(5% each). The groupwork and presentations are done within class time. You have 3 individual case assignments as homework(10% each). Class contribution is counted up to 3% in each class time and up to 15% as total.

#### テキスト(Textbooks)

No textbook is required. In stead, we use the original handouts made by the instructor.

#### 参考文献 (Readings)

No readings are officially required. However, when a student want to know the recommended books for this course from the instructor, he will provide a list for it.

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN141／Business Environment: Political Economy of Asia		
テーマ／サブタイトル等 (Theme / Subtitle)	Comparative Analysis of Behaviors and Strategies of Japanese and East Asian Firms		
担当者名 (Instructor)	尾崎 俊哉(OZAKI TOSHIYA)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

(1) Understand diversity and contrast of Asian Markets; (2) Develop theoretical perspectives to analyze national differences; (3) Develop firm strategies to cope with distinct institutional characteristics of Asian markets

#### 授業の内容 (Course Contents)

Asia is the center of dynamic growth. It is also full of diversity and contrast. Firms must be fully prepared to understand unique social, political, and economic institutions of Asian countries in order for them to develop strategies. What are the theoretical perspectives necessary to analyze Asian markets? What opportunities and challenges do they present to firms? What strategies may be more effective? This course helps students develop perspectives to analyze the global business environment for internationalization strategies.

#### 授業計画 (Course Schedule)

1. Orientation
2. National Institutions, Markets and Corporate Strategy (1)
3. National Institutions, Markets and Corporate Strategy (2)
4. Overview of East Asia (1)
5. Overview of East Asia (2)
6. East Asian States and Governments (1): Japan
7. East Asian States and Governments (2): Korea, Taiwan, China
8. National Business Systems (1): Supply Chain
9. National Business Systems (2): Labor
10. National Business Systems (3): Finance
11. National Business Systems (4): Innovation and Entrepreneurship
12. National Business Systems (5): Corporate Governance
13. Wrap up (1)
14. Wrap up (2)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Intro to corp strategy is a prerequisite

#### 成績評価方法・基準 (Evaluation)

Final Report(30%)/in-class presentation(2 times)(40%)/mid term report(30%)

#### テキスト (Textbooks)

1. Peter Hall and David Soskice. 2001. *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage*. Oxford University Press (ISBN:0-19-924774-9)  
to be instructed during the first session

#### 参考文献 (Readings)

1. Carla Koen, et al.. 2015. *Comparative International Management (2nd ed)*. Routledge (ISBN:9780415744836)  
The full reading list covering required and suggested readings will be available at the first class session

#### その他 (HP 等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN151／Corporate Social Responsibility:A Japanese Perspective		
担当者名 (Instructor)	マードック(MURDOCH STEPHEN J.)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

In a time of massive weather changes due to global warming, unchecked pollution in developing countries, substantial increases in the gap between the incredibly rich and the hopelessly poor, child labour to support families, and discrimination in hiring, the expression “Corporate Social Responsibility” has attained a status of trying to cure all of the ills created through years of unfettered economic development and a limitless focus on maximizing profits. Very often, economic development has not improved the social situations of average citizens. Increased wealth, through increased corporate earnings, has very often been passed along to shareholders and company executives in the form of mind-boggling salaries, dividends and increased stock values, often ignoring line workers.

The objectives of this course are to examine the origins and reasons for the development of CSR; secondly, to provide examples of those areas which can/should benefit from corporations acting responsibly in creating a positive and lasting impact on society; thirdly, to provide an in-depth look at CSR in the Japanese context; and lastly, the course will move to creating and finalizing a CSR project in a company – from deciding a CSR activity, prioritizing stakeholders, fixing success metrics, and finally to communicating the impact.

Through cases, readings, governmental/organizational studies, discussions and a review of social responsibility policies and practices in selected companies, students will analyze how successful – both in Japan and abroad – these companies’ actions are in positively impacting the communities they seek to benefit.

In order to ensure an analysis on a global scale, students will compare Japanese companies and firms to similar companies operating outside of Japan. This will show whether Japanese companies can be benchmarked as best practices; or whether they are lagging behind other world-class multinational companies in their fields.

#### 授業の内容 (Course Contents)

Learning Outcomes: at the end of the course, each student should be able to:

1. Gather relevant data concerning Japanese and other companies’ CSR policies and find concrete evidence of putting policy into action; and to analyze this data to see whether these actions are having impact on the communities it seeks to benefit;
2. Determine whether CSR is a valid strategic activity to a company or firm in both Japan and abroad;
3. Understand the issues giving rise to CSR policies and to analyze the reasons these issues exist on both a Japanese and a global scale;
4. Conduct a critical analysis of these policies to seek areas of improvement in order to determine best practices in the area of CSR in Japan and abroad;
5. Establish a CSR activity in a company and determine/prioritize stakeholders, fix success metrics, and communicate success.

Teaching Approach: This course follows a problem-based learning pedagogy which is highly interactive, and project based. Students will be conducting active searches of corporate policy as it deals with the many social and responsibility issues in both Japan and globally. Students must be prepared to conduct a critical analysis of these policies and be prepared to offer their own suggestions on improving these policies. Each student will create a CSR project and pilot it through prioritizing stakeholders, fixing success metrics, and communicating societal and community impact.

#### 授業計画 (Course Schedule)

1. Part 1: Introduction to the Course
  - a) Introduction of the course participants
  - b) Procedure of the course
  - c) Assessments
  - d) Objectives of the course
  - e) Importance of consequential, dramatic events
  - f) Approaching CSR as Corporate Strategy

2. Part 2: Introduction to Corporate Social Responsibility
  - a) Principles and definitions
  - b) Global stakeholders
  - c) Case Analysis: Universal Paper Company (Canada, Indonesia, Norway)
  - d) Breaking down CSR – ESG
3. Part 3: Strategic Corporate Social Responsibility and Trends
  - a) Competitive Advantage
  - b) Trends
  - c) External events influencing CSR
  - d) CSR Reporting – Reality and Potential
4. Part 4: Corporate Social Responsibility in Japan
  - a) Current situation
  - b) CSR History in Japan
  - c) In Japan, size and scope matters
  - d) CSR in Japanese companies
  - e) Japan CSR Benchmarking
5. In-Class Assignment
6. Part 5: Corporate Social Responsibility Management
  - a) Mission, Vision, and Values
  - b) Stakeholders
  - c) Establishing Success Metrics
  - d) Communicating success
7. Preparation of Presentations
8. Presentations Day 1
9. Presentations Day 2
10. Part 6: Creating a Framework for Corporate Social Responsibility Activities
  - a) Actions aligned with strategy
  - b) Determining and prioritizing stakeholders
  - c) Establishing realistic success metrics
  - d) Avoiding Greenwashing
  - e) Success indicators
11. Part 7: Reporting of CSR Activities and Results to Stakeholders
12. Part 8: Conclusions to the Course
13. Final In-Class Assignment Part 1
14. Final In-Class Assignment Part 2

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students attending classes are not expected to do work outside of class time. Students will be permitted 1 class to commence their oral presentation preparation and in the event further time is required this shall be done outside of class time.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/In-Class Initial Assignment(20%)/Group Presentations(40%)

#### テキスト(Textbooks)

Cases will be used in class, however these are all cases written and copyright of the Professor

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN162／Marketing in Japan		
担当者名 (Instructor)	辻 洋右(TSUJI YOSUKE)		
学期 (Semester)	秋学期1(Fall Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Obtain an understanding of the Japanese market as well as marketing strategies used in Japan. The class will take a cross-cultural perspective to understand the Japanese consumers. Upon completion of this course students will be able to...

1. Define and understand culture,
2. Be able to identify similarities and differences across cultures and their effects on consumer behavior/marketing
3. Demonstrate an ability to critically analyze marketing problems,
4. Develop a creative strategy for solving marketing problems,
5. Provide written reports and oral presentations for these solutions.

#### 授業の内容 (Course Contents)

Obtain an understanding of how marketing theories are applied in the Japanese market. The course aims to decipher Japanese consumption patterns from a cross-cultural perspective. The class will be a mix of lectures, case studies, and student presentations. Students may be asked to record individual and/or group presentations.

This class is a fall 1 quarter intensive course.

#### 授業計画 (Course Schedule)

1. Introduction and Overview
2. Discussion
3. Lecture, student presentations & online discussions
4. Lecture, student presentations & online discussions
5. Case Study
6. Group Presentations
7. Lecture, student presentations & online discussions
8. Lecture, student presentations & online discussions
9. Case Study
10. Group Presentations
11. Lecture, student presentations & online discussions
12. Lecture, student presentations & online discussions
13. Group Presentations
14. Group Presentations

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Read assigned articles, cases, etc.

Prepare well for class.

Answer online discussion questions

#### 成績評価方法・基準 (Evaluation)

Group Presentations(40%)/Individual presentations(10%)/In-Class Participation(30%)/Case study analyses(20%)

#### テキスト (Textbooks)

1. de Mooij, M.. 2021. *Global Marketing and Advertising: Understanding Cultural Paradoxes 6th Edition*. Sage (ISBN:978-1529732504)

2. Haghirian, P.. 2011. *Japanese consumer dynamics*. Palgrave Macmillan (ISBN:9780230242869)

3. De Mente, Boye Lafayette. 2004. *Japan's Cultural Code Words : Key Terms That Explain the Attitudes and Behavior of the Japanese*. Tuttle Publishing (ISBN:9781462900626)

Books by Haghirian and De Mente are available through E-book Central.

#### 参考文献 (Readings)

1. Schuette, H., Ciarlante, D.. 1998. *Consumer behavior in Asia*. NYU Press (ISBN:978-0814781142)
2. Usunier & Lee. 2012. *Marketing across culture 6th ed*. Pearson (ISBN:978-0273757733)
3. Usui. 2016. *Marketing and consumption in modern Japan*. Routledge (ISBN:9780415323130)
4. Sato. 2011. *Industry and Business in Japan*. Routledge (ISBN:9780415591850)
5. de Mooij. 2019. *Consumer Behavior and Culture (3rd)*. Sage (ISBN:9781544318165)

その他(HP 等) (Others(e.g.HP))

The above course schedule is tentative and is subject to change. Detailed syllabus will be provided at the beginning of class.

注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	KN171 / Strategic Financial Management		
テーマ／サブタイトル等 (Theme / Subtitle)	Introduction to Financial Valuation		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA) 本合 暁詩(HONGO AKASHI)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The course provides an overview of financial valuation (enterprise valuation). By the end of the term you should:

- 1) be better equipped to understand & appreciate the role of financial valuation in strategic management decisions.
- 2) better understand the link between financial models and business (models).
- 3) be able to critically examine a valuation report produced by an investment bank (or other financial institution) for M&A, IPOs, etc.
- 4) be able to undertake a “preliminary valuation” of a business on your own using EXCEL. This is especially useful for the Final Research Project (FRP).

#### 授業の内容 (Course Contents)

The course is an introduction to enterprise valuation in the context of discounted cash flow analysis using WACC as well as variations on this theme including multiples and economic value added (EVA). The course will require students to undertake valuation exercises and a mini research project using spreadsheets. Students must be prepared to discuss readings for each class.

This is an intensive Spring Quarter 2 course. You will need access to a stable internet connection in appropriate learning environment (including device) for select sessions. Online zoom sessions will be announced at least one week in advance.

#### 授業計画 (Course Schedule)

1. Overview
2. Multiples Based Valuation
3. Multiples Valuation: Case
4. Introduction to History of M&A and Restructuring
5. WACC and Free Cash Flows: Review
6. WACC and Enterprise Valuation: Review
7. Valuation: Spreadsheet Exercise (Project)
8. Valuation: Spreadsheet Exercise (Project)
9. Project Consultation
10. Project Consultation
11. Economic Value Added (EVA): Theory and Framework (Guest Speaker)
12. Economic Value Added (EVA): Theory and Framework (Guest Speaker)
13. Project Presentation
14. Project Presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Detailed course outline distributed during first week of class via Canvas. Notes posted on Canvas. Case readings distributed in-class.

#### 成績評価方法・基準 (Evaluation)

Participation (including in-class exercises and case discussion)(30%)/Spreadsheet Assignment (individual)(15%)/Midterm Test(15%)/Final Presentation (group)(10%)/Final Report (individual)(30%)

Details on assessment will be announced in class and posted on Canvas.

#### テキスト (Textbooks)

1. Akashi Hongo. 2019. *A Bilingual Introduction to Valuation*. Chuo Keizai (ISBN:978-4-502-31671-5)

#### 参考文献 (Readings)

1. Aswath Damodaran. *The Dark Side of Valuation 3rd ed.* Pearson FT Press
2. Aswath Damodaran. *Narrative and Numbers: The Value of Stories in Business.* Columbia University Press
3. Stephan Penman. *Accounting for Value.* Columbia U. Press
4. Akashi Hongo. *A Bilingual Introduction to Corporate Finance.* Chuo Keizai
5. G. Bennett Stewart III. *Best Practice EVA.* Wiley

#### その他(HP 等) (Others(e.g.HP))

Prerequisite: MIB Module 5 (Finance & Financial Accounting) or equivalent. Familiarity with EXCEL required. We hope to invite a guest speaker in which case the schedule will be slightly revised. Course schedule and content is subject to change (all changes/modifications will be posted on Canvas and announced in class).

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN186／Sustainability		
テーマ／サブタイトル等 (Theme / Subtitle)	GDP and the SDG's: Are they mutually exclusive?		
担当者名 (Instructor)	ベーダー J. (BADER-J.,PATRICIA)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The course is woven around the 17 UN Sustainable Development Goals which form the basis for discussion of what are considered to be Sustainability issues, with an emphasis on what they mean for business. Since the targets and goals of the SDG's are directly related to GDP development, we will explore whether they are truly achievable in an economic context of constant growth despite the reality of diminishing resources.

- Using a simple "ABC" approach, for each area of study we will briefly review the historical context surrounding the topic "About"; understand the context of the need for the specific SDG "Background"; then we will establish the "Content and Current situation" surrounding the issue at hand (using graphs and data);
- Students will then be introduced to business-related examples of the efforts and innovation being applied to achieve the respective SDGs using case studies and examples from various sources with a particular focus on innovation and technology.

#### 授業の内容 (Course Contents)

Students will understand the SDGs from a variety of perspectives through class lectures, selected readings and case studies that can be applied directly to business practices. This will also introduce a range of sustainability related vocabulary and topical areas related to the field. The course will attempt to explain not only the reality of climate change and what the UN's recent announcement of "Code Red" for human existence means – but will also focus on the critical reasons that "business people" (not just politicians or regulators) must consider the SDGs from an economic perspective when conducting business; in order to find solutions and new opportunities, by integrating them into the normal course of doing business. In this way, business can play a leading role in creating a new economic paradigm that is truly sustainable. We will explore the role that a GDP-driven economy plays in both defining the measures of success and how that impacts the targets of the SDG's. Are GDP-focused metrics actually preventing the achievement of the SDGs? How measures of success impact the pursuit of sustainability will be explored.

1. Students will be introduced to a range of frameworks and measures often used to assess the success of Businesses and Societies; and gain perspective on the relative merits of the various approaches: These will include Economic measures: such as GDP and Donut Model; Social Measures such as: GHI, GRI (CSR), ESG, and other common measures related to the Triple Bottom Line. Business examples of how these are applied will be given.
2. Students will gain a deeper understanding of their own impact both as individuals living on a shared Planet and as Business Leaders and Investors of the future, understanding that they will both play a vital role in the direction that societies take in tackling global sustainability issues.
3. Students will become aware of future trends including the concept of the Fourth Industrial Revolution and to the Fourth Wave Leadership Model that is emerging in response to current global challenges that has a direct impact on how business could be done in future. Examples of business leaders who are role models leading the way toward Society 5.0 will be introduced.
4. Students will be introduced (through discussions and readings of selected case studies) to the critical role that technology is playing and will play in the future of global societies; and will analyze such trends that are shaping the future of the world as we know it in context of future business, supply chains and employment.

#### 授業計画 (Course Schedule)

1. Provides a basic orientation around the current status of the planet in context of sustainability: introducing the concept of the Anthropocene epoch; Climate Reality; and the holistic goals and objectives behind the 17 SDGs.  
The concepts of Base of the Pyramid and the world as a "global village" are introduced. Against the backdrop of climate change and the current global situation, This module will focus on the role that "business people" (not politicians or regulators) play in creating a sustainable future. Students will be asked to consider the realities from an economical

perspective and how awareness of the issues related to the SDG's might change the way business is conducted. Case studies of businesses and their leaders who have adopted sustainability as a mission will be introduced.

2. Introduces SDG's 1 & 2 (No Poverty and Zero Hunger)  
Woven around socio-economic, environmental, peace and security, data and analysis gaps that exist, knowledge gaps and challenges related to coordination and execution of global solutions, this module explores the causal factors behind hunger and poverty. There will also be a focus on new industry that is growing around food production and financial solutions in particular that are addressing these issues.
3. Students will: understand how measures such as the GHI (Global Hunger Index) can assist in tracking well-being; explore the impacts of the pandemic on society going forward; understand related issues such as maternal health, access to healthcare and other factors impact human wellness.  
Links between Well-being and Education will be discussed in context of global education issues as viewed through the SDG lens. Also case studies of companies delivering innovative healthcare solutions that are changing how healthcare is being delivered and levelling the access to health and well-being around the world will be discussed.
4. This module explores the interconnected nature of global water supplies, food production, the impact of climate change, and the role access to such resources has on human settlements and sustaining biodiversity.  
The need for net zero thinking is discussed in context of the current situation in the world, as well as opportunities that exist to change the current trajectories. Case studies of how water is being delivered to desert areas and businesses that are finding opportunities in the face of drought in collaboration with energy pioneers will be introduced.
5. This module aims to introduce Frameworks and Measures often used to assess the success of Businesses and Societies; gain perspective on the relative merits of the various approaches; introduces various economic Measures and Social Measures against which the "success" of human societies is currently measured.

Students are asked to explore their own measures of success and debate the merits of measures such as the GDP. Definitions of decent work, the assumptions behind perpetual growth models, and the role that innovation and infrastructure might play in a different approach to the future of work are discussed. Concepts such as Natural Capital, CSR and circular economies are introduced. A critical look will be taken at how the current economic system is actually driving an unsustainable business approach based on historical models that are arguably no longer relevant will be taken, and solutions that could address it will be introduced.

6. This module looks at the three SDG's focused most around addressing and inequalities. It looks at how the SDG's define and measure the causal factors and discusses how society must pivot away from established assumptions and status quos in order to achieve the goals.  
We will look at the role of the "unpaid sector" of the economy and how it is counted or not counted in context of the economy.  
Looking at future models of sustainable cities and communities, students will consider how innovations and new technologies in life-style and working styles might provide a path to more inclusive and equal societies. Examples from businesses that have implemented innovative solutions will be discussed.
7. This module will focus on the differences between linear and circular societies. It will present case studies of companies that have changed their means of production to become circular.  
Case studies of new industries that are emerging around a different approach to managing the oceans will be introduced.
8. This module explores the role of biodiversity and reflects on the current status of the planet. It looks at the connection between Economics and Ecologics, and explores the potential impact of the sixth mass extinction on Earth that is currently underway. A critical look at agricultural practices will be taken and case studies of new companies that are radically changing how food is produced at the source, and how attitudes to how animals are treated are changing
9. This module revisits the realities around climate change on our planet. The most recent UN Report of Climate Change which has sounded a "Code Red for Humanity" will be explored. A brief look at the history of climate action will uncover some of the reasons behind the slow awakening and challenges that prevent change and recovery actions in context of human behavior and economic response, and reasons why business and economies have been slow to change despite dire warning signs, will be discussed. Case studies of companies that are taking a lead to change the means of production by introducing circular economy principles and closed loop, zero waste solutions etc. will be introduced.
10. According to the SDG's, conflict, insecurity, weak institutions and limited access to justice remain a great threat to sustainable development. This module looks at the political ramifications of insecurities that will be caused by global food shortages, scarcity of water and mass migrations these are already causing. Students will be introduced to the global organizations that are working to ensure global peace and to establish regulations to govern an increasingly borderless global economy. From a business perspective, it will be discussed how these factors play a critical role in expanding global business opportunities. Examples of business that have been impacted in regions suffering from unrest and weak rule of law will be introduced.
11. This module looks at how the SDG's aim to foster global partnerships across developed and developing countries to establish future strategies. The global Pandemic has provided many insights into the challenges that the world may face and the difficulties in tackling them in the face of rising nationalism as resources become scarce.  
The role of technology, the need for capacity building, new styles of leadership and different approaches to trade (driven by technologies) are among topics to be discussed. Examples of how PPP (Public Private Partnerships) can create

business opportunities and also contribute to regional development as well as addressing SDG issues will be explored. The 17 SDG's much for viewed in a holistic way in order for the roadmap they provide to become clear.

This module will tie together the 17 goals in context of the future they aim to promote. Topics such as the Future of Work, the Future of Food, the Future of Energy, can all be tied to global cooperation underpinned by innovation and technology. Students will be asked to reassess their own mindsets and explore how both thinking and behavior must change as business leaders in order for the SDG's to be fully achieved. A model for Fourth Wave Leadership will be presented along with a case study of role models who demonstrate this approach. Readings on sustainable business leadership will be referenced.

12. This module also explores mitigating actions that are being taken by governments and regulatory authorities based on the Paris Accord, COP and other international agreements that will have lasting impacts on business.
13. The ethics behind new approaches to marketing that continue to drive endless and impulsive consumption, short term business thinking and GDP drivers for perpetual growth will be explored.  
The management of the waste caused by the current production and consumption patterns in the economy will be discussed in context of the impact it is having on the oceans and life below water that sustains the planet. Conclusions about the role that GDP-Driven economics are truly having on the health of the Planet will be discussed.
14. Recap and final exam.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

Some extra-curricular work related to exploring innovation may be expected in the form of possible interviews or survey work.  
TBD

#### 成績評価方法・基準(Evaluation)

最終テスト(Final Test)(20%)/最終レポート(Final Report)(20%)/Carbon Footprint Assignment(20%)/Case Study Assignment(20%)/Case Study Assignment(20%)

#### テキスト(Textbooks)

1. Mark Carney. March 16, 2021. *Values: Building a Better World for All*. Penguin Random House (ISBN:<https://www.amazon.co.jp/dp/0008421137>)
2. Amory B. Lovins, L. Hunter Lovins, and Paul Hawken. June 28, 2017. *A Roadmap for Natural Capitalism*. Publisher Routledge, 2nd edition (<https://hbr.org/2007/07/a-road-map-for-natural-capitalism>)
3. Greta Thunberg. 2022. *The Climate Book*. Allen Lane Penguin Random House Books (ISBN:978-0-241-54747-2)

#### 参考文献(Readings)

Readings related to topics under discussion will be assigned throughout the course. They can be downloaded from public domain sources.

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	KN191／Strategic Communication in Global Business		
テーマ／サブタイトル等 (Theme / Subtitle)	New Media and Crisis Communication		
担当者名 (Instructor)	シュールズ, D(SCHULES,DOUGLAS)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

After completion of the course, students will be able to:

- 1) Evaluate various approaches to strategic communication
- 2) Explain the role new media play in crisis management
- 3) Craft basic responses to crisis situations

#### 授業の内容 (Course Contents)

This course introduces students to concepts in strategic communication. It focuses specifically on crisis communication and the role new media play in shaping messages. Students will read a variety of perspectives on strategic and crisis communication, including academic work and case studies, and be asked to apply course concepts to a final paper.

#### 授業計画 (Course Schedule)

1. Introduction to Course
2. Strategic Communication I
3. Strategic Communication II
4. Case Study I
5. Crisis Communication I
6. Crisis Communication II
7. Case Study II
8. New Media Strategies I
9. New Media Strategies II
10. New Media Strategies III
11. Case Study III
12. Workshop
13. Final Presentations
14. Final Presentations

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Readings, research, projects

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(20%)/Participation(15%)/Final Presentation(20%)/Case Studies (3)(45%)

#### テキスト (Textbooks)

None

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN193／Advanced Topics in Accounting		
テーマ／サブタイトル等 (Theme / Subtitle)	Graduate Level Accounting Course: Accounting for Sustainability and Social Impact		
担当者名 (Instructor)	岡本 紀明(OKAMOTO NORIAKI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The purpose of this course is to theoretically and practically understand a new wave of accounting: Accounting for sustainability and social impact. After taking this course, students will gain relevant knowledge of accounting for corporate sustainability and social impact. More specifically, you can learn the basics of how to recognize, measure, and report sustainability and social impact.

#### 授業の内容 (Course Contents)

This course consists of accounting for sustainability and social impact, both of which have recently attracted stakeholders' attention. In addition to theories and academic findings, practical topics such as (specific institutions and real corporate practices) will be covered throughout the class. Each session generally consists of the instructor's lecture and discussion. At the end of the course, final exam and (individual or group) presentation will be assigned.

#### 授業計画 (Course Schedule)

1. Overview and introduction
2. Accounting for Sustainability: Historical Development and Background ①
3. Accounting for Sustainability: Historical Development and Background ②
4. Accounting for Sustainability: Key Concepts and Theories ①
5. Accounting for Sustainability: Key Concepts and Theories ②
6. Accounting for Sustainability: Sustainability Reporting ①
7. Accounting for Sustainability: Sustainability Reporting ②
8. Accounting for Sustainability: Sustainability Reporting ③
9. Accounting for Social Impact ①
10. Accounting for Social Impact ②
11. Accounting for Social Impact ③
12. Accounting for Social Impact ④
13. Final test
14. Final presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are required to read assigned textbook chapters (as instructed during the course) before each class session. At the end of the course, students are also required to make a presentation on a specific topic of accounting for sustainability or social impact.

#### 成績評価方法・基準 (Evaluation)

Assignments(30%)/Participation/Discussion(20%)/Final test(25%)/Final presentation(25%)

#### テキスト (Textbooks)

1. Matias Laine, Helen Tregidga, and Jeffrey Unerman. 2022. *Sustainability Accounting and Accountability* 3rd edition. Routledge (ISBN:978-1032023106)
2. Gunnar Rimmel. 2021. *Accounting for Sustainability*. Routledge (ISBN:978-0367478957)
3. Stewart Jones, Helena de Anstiss, and Carman Garcia. 2022. *Social Impact Investing: An Australian Perspective*. Routledge (ISBN:978-1032126531)
4. Ronald Cohen. 2020. *Impact: Reshaping Capitalism to Drive Real Change*. Ebury Press (ISBN:978-1529108057)

Students do not need to purchase the textbooks. Copies of selected chapters will be uploaded on the course website.

参考文献 (Readings)

Additional handouts will be given during the course.

その他 (HP 等) (Others (e.g. HP))

注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	KN194／International Sports Business		
テーマ／サブタイトル等 (Theme / Subtitle)	Practitioner Perspective on the Sports Business Industry		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA) 辻 洋右(TSUJI YOSUKE) ハケット, D. (HACKETT,DAVID W.) 横井 勝(YOKOI MASARU)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

After taking this course, students should

- 1) gain a general understanding and working knowledge of the ski (mountain resort) industry and sports business in Japan from a practitioner perspective.
- 2) be able to critically analyze an industry/company from multiple perspectives including marketing, strategy, and finance.
- 3) better appreciate the complexities of sports business.

Students interested in consulting and general management related careers should also find the course useful as it is designed to explore business from multiple perspectives.

#### 授業の内容 (Course Contents)

The first half of the course will focus on the revenue streams for sports competitions and leagues, as well as how intellectual property rights are managed. The second half of the course provides an introduction to the ski and mountain resort industry in Japan.

Recommend students enroll in international sports marketing and/or international sports finance offered in Spring Quarter I.

This is an intensive Spring Quarter II course. You will need access to a stable internet connection in an appropriate learning environment (including device) especially for select sessions with guest speakers (possibly two sessions). Online zoom sessions will be announced at least one week in advance.

#### 授業計画 (Course Schedule)

1. Overview of the Course  
Licensing, Naming Rights and Broadcasting Rights
2. Licensing, Naming Rights and Broadcasting Rights
3. Digital Media, OTT, and IT
4. Digital Media, OTT, and IT
5. Ticketing and Sponsorship
6. Ticketing and Sponsorship
7. Ski Industry: Stakeholders and the Community
8. Ski Industry: Stakeholders and the Community
9. Ski Industry: Financial Analysis
10. Ski Industry: Financial Analysis
11. Ski Industry: Marketing Analysis
12. Ski Industry: Marketing Analysis
13. Topics
14. Topics

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Review posted reading/notes prior to class and research/write a weekly summary as assigned in class.

#### 成績評価方法・基準 (Evaluation)

Summary Papers(40%)/Participation(40%)/Reflective Essay(20%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others (e.g. HP))

Detailed course outline and other course material will be posted on Canvas. Course schedule and content is subject to change (all changes/modifications will be posted on Canvas and announced in class).

This course is required for those interested in the MIB international sports business/management certificate.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN195／International Sports Marketing		
テーマ／サブタイトル等 (Theme / Subtitle)	Sport Marketing & Sponsorship		
担当者名 (Instructor)	辻 洋右(TSUJI YOSUKE)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標(Course Objectives)

The main objective of this class is to introduce students to sport marketing and corporate sport sponsorship activities in the global sport industry. Upon completion of this course students are expected to:

1. Successfully demonstrate an understanding of sport marketing principles as well as sport fan behaviors.
2. Understand the objectives, strategies, and measurement of corporate sponsorship activities.
3. Critically analyze & provide solutions for sport sponsorship problems.

This is a spring 1 intensive course.

#### 授業の内容(Course Contents)

This course introduces students to the principles of sport marketing & sport sponsorship. The content mainly draws from North American and European sport business contexts (Japanese applications will be introduced in class). The course will be taught through lectures and through the use of case studies. Students are expected to actively participate in classroom discussions. Guest speakers will be invited to supplement the course contents.

#### 授業計画(Course Schedule)

1. Introduction of the course
2. Class based on articles and cases
3. Class based on articles and cases
4. Class based on articles and cases
5. Class based on articles and cases
6. Class based on articles and cases
7. Class based on articles and cases
8. Class based on articles and cases
9. Class based on articles and cases
10. Class based on articles and cases
11. Class based on articles and cases
12. Guest Speaker (tentative)
13. Project Presentation
14. Recap of the course

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

Read assigned articles & cases. Prepare well for class activities and discussions

#### 成績評価方法・基準(Evaluation)

Individual Assignments(40%)/Discussion(30%)/Project(30%)

#### テキスト(Textbooks)

Students should purchase articles and cases through Harvard Business School Press. Others will be posted on blackboard.

#### 参考文献(Readings)

1. Pitts & Zhang. 2019. *Global Sport Business*. Routledge (ISBN:9780367671594)
2. Pitts & Zhang. 2021. *Sport Business in the United States*. Routledge (ISBN:9780367528409)
3. Jason A. Winfree, Mark S. Rosentraub, Brian M Mills, Mackenzie Zondlak. 2019. *Sports Finance and Management* 2nd ed. Routledge (ISBN:9781138341814)
4. George Foster, Norm O'Reilly, Antonio Dávila. 2020. *Sps Business Management* 2nd edition. Routledge (ISBN:9780367356064)
5. Michel Desbordes, André Richelieu. 2019. *International Sport Marketing*. Routledge (ISBN:9780367730369)

6. Alan Seymour, Paul Blakey. 2021. *Digital Sport Marketing*. Routledge (ISBN:9781138701403)  
7. Ambikesh Jayal, Alistair McRobert, Giles Oatley, Peter O'Donoghue. 2018. *Sports Analytics*. Routledge  
(ISBN:9780415789431)  
TBA

その他(HP等)(Others(e.g. HP))

Above course schedule is tentative and is subject to change. Detailed syllabus will be provided at the beginning of the class.

注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	KN196／International Sports Finance		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

After taking this course students should:

- 1) be able to appreciate and understand the unique features of sports business.
- 2) be able to understand the role of capital markets and securitization in sports business.
- 3) be able to apply standard financial tools of analysis in a sports business context.
- 4) gain a better grasp of the link between financial models and business operations (model).

#### 授業の内容 (Course Contents)

This course is an introduction to the new and exciting field of sports finance. Much of the content will draw on the North American and European experience with professional team sports leagues. In particular, we examine peculiarities of the sports industry which introduce unique challenges to applying standard financial tools of analysis.

This is an intensive Spring Quarter 1 course; students should be prepared to discuss reading for each class. You will need access to a stable internet connection in appropriate learning environment (including device) especially for guest speaker sessions. Online zoom sessions will be announced at least one week in advance.

#### 授業計画 (Course Schedule)

1. Overview
2. Introduction to the Sports Business Model
3. Profit Maximization and Sports: A Review of Economics and Regressions
4. Understanding Moneyball: An Introduction to Sports Analytics
5. Profit Maximization, Discounted Cash Flows, and the Sports Business Model: Application to Valuing Athletes
6. Valuing Athletes: Case
7. Equity: Sports Teams
8. Valuation of Teams: Multiples Based Analysis
9. Stadiums: Debt, Securitization, Project Finance
10. Securitization: Case
11. Stock market reaction to on-field performance
12. Topics
13. Catch-up and Review
14. Research Presentation

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Detailed course outline distributed first week of class via Canvas. Notes and selected reading posted on the web. Cases distributed in-class. Read research papers & articles and cases before coming to class.

#### 成績評価方法・基準 (Evaluation)

Assignments(35%)/Presentations and Participation(30%)/Final Research Paper(35%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

1. Rodney Fort. *Sports Economics*
2. Michael Leeds, Peter von Allmen. *The Economics of Sports*
3. Paul Downward, Alistair Dawson. *The Economics of Professional Team Sports*
4. Simon Kuper & Stefan Szymanski. *Soccernomics*
5. Stefan Szymanski. *Playbooks and Checkbooks: An Introduction to the Economics of Modern Sports*
6. Stefan Dobson & John Goddard. *The Economics of Football*
7. Harold Vogel. *Entertainment Industry Economics 9th ed*

その他(HP等)(Others(e.g.HP))

Prerequisite: MIB Module 5 or equivalent. Interest in sports business and finance. Course schedule and content is subject to change (all changes/modifications will be posted on Canvas and announced in class).

注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	KN201 / Cases in General Management		
担当者名 (Instructor)	マードック(MURDOCH STEPHEN J.)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The study of morals, ethics, and legality focuses on how individuals react based upon hereditary or learned behaviours in a specified factual situation. However, much of this assumes that people will respond in a rational, respectable manner. As a former American prosecutor once said: "Explaining unethical behaviour is very complex as there are many cultural, personal, and contextual factors that define people's actions and decisions" (Vera Cherepanov, May 19, 2021). Very often, people do not act rationally – especially when emotions, money, or accepting/denying guilt are involved. A general rule is that making ethical decisions involves weighing risk versus benefit – both financial and moral. Would a rational, ethical person commit an unethical act if the risks were minimal and the benefit was high? Do people always take the easy way out – even if it involves lying and putting the blame on someone else? Hopefully, this course will assist you in weighing the options and making your correct decision

This course gives students a first-hand view through the case-based method of examining and analyzing true cases from various countries. The objective is to assist you in making ethical decisions – both personally and in business. The second objective is to analyze ethics in various cultures and circumstances; and to provide you with the tools to help you make a correct decision in your particular situation. It is not to tell you what is 'right' or 'wrong'. Or, as the lyrics of two songs from famous rock bands say, and which are the backbone of making your decisions:

"I've got values, but I don't know how or why" – The Who.

"Think before you make up your mind" – Sum 41;

We will look at how you can weigh options in real-life ethical and legal situations to help you make your decisions – decisions you can happily live with and will cause the least amount of harm to the least number of stakeholders.

#### 授業の内容 (Course Contents)

An interactive pedagogy: Through cases, readings, discussions, and debates students will see first-hand, real-life situations of ethical and legal dilemmas. The course is interactive and different viewpoints of these situations will be put forward and dissected.

Learning Outcomes: At the end of the course, each student should be able to:

1. Gather, analyse, and assess diverse information on ethical and legal issues in an international environment, determine the various stakeholders, and map out appropriate actions to deal with these issues to avoid unnecessary risk;
2. See philosophy and its ties and origins to ethics and legality in different countries and cultures;
3. Create a framework for ethical and legal decision-making;
4. Apply this framework in personal and business decision-making;
5. Determine appropriate decisions and decision implementation to reflect ethical and legal standards.

#### 授業計画 (Course Schedule)

1. Part 1: Introduction to Morals, Ethics, and the Law
  - a) Bob Bailey Case: What Would You Do?
  - b) Introduction to the Course and the Participants
  - c) The 5 Realities of the Course
  - d) The Practicalities of the Course
2. Part 2: The Philosophical Roots of Ethics and Law
  - a) Western Philosophy
  - b) Eastern Philosophy
  - c) Religion and its Importance to Ethics and Legality

- d) Is Philosophy Relevant in Viewing Ethics and Legality in 2023?
- e) Case Study: Windsor Automotive Supply Company. Ethics and Morals vs. Legality (Canada)
- 3. Part 3: Ethics and Legality in the Decision-Making Context
  - a) Common Thread = Risk
  - b) Case Study: Fun in Shinjuku (Japan)
- 4. c) An International Businessperson's Nightmare: Bribery and Corruption
  - d) The Foreign Corrupt Practices Act and Applying U.S. Standards to the World
  - e) Morals and Ethics – What are they?
  - f) The Law in an International Environment – What is it?
- 5. Part 4: Ethics and Legality in a Cultural and Social Context
  - a) The Affect of Culture on Ethics
  - b) Case Study: Ignorance is No Defence. Arriving Home Alive (Pakistan)
  - c) Culture and History and their Impact on Ethics
  - d) Society's Influence on Ethics
- 6. e) Can a Uniform Standard of Ethical Behaviour be Established?
  - f) Case Study: Sophie and Carling Ltd. (France)
- 7. Part 5: An Ethical Decision-Making Framework
  - a) 3 Levels of Ethical Behaviour
  - b) Creating an Ethical Decision-Making Framework
  - c) Case Study: Ford Motor Company and the Pinto – Death on Wheels (U.S.A.)
- 8. In-Class Individual Assignment
- 9. Preparation of Presentations
- 10. Presentations Day 1
- 11. Presentations Day 2
- 12. Part 6: Ethical Decision-Making in Managerial Actions and Situations
  - a) Making Ethical Decision in your Personal and Business Life
  - b) Rules for Surviving in a Company
  - c) Case Study: Managerial Ethics – 4 Cases from Inside the Company (France, U.K., Morocco, U.S.A.)
- 13. Part 7: Surviving in a Legally and Unethically Uncertain World – Conclusions
  - a) 7 Rules for Survival
  - b) Ethical Company Examples
  - c) Has “Trumpism” Destroyed Ethical and Moral Thinking
- 14. Final In-Class Test

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Morals, ethics, and legality involve thinking and applying your analysis in a practical setting. The course is designed so that students who attend classes will not be required to spend time outside of classes preparing for the classes or assessments. Students will be permitted 1 class period to commence their oral presentation preparation, however in the event further time is required this shall be done outside of class time.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/In-Class Individual Assignment(20%)/Group Presentation(40%)

#### テキスト(Textbooks)

Each class will be an examination of real cases. All cases were written by the Professor and copyright

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	KN211／Advanced Seminar in Global Business 1		
テーマ／サブタイトル等 (Theme / Subtitle)	Dynamics of Emerging Asian Economies and their implications for Multinational Corporations		
担当者名 (Instructor)	ダコスタ, A. (D'COSTA, ANTHONY)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

1. To analyze the rise of big business and multinational corporations (MNCs) in general. 2. To theorize emerging economies, especially in Asia. 3. To empirically capture some of the dynamics of MNCs from emerging economies as well as competition between international and domestic MNCs in emerging economies of Asia.

#### 授業の内容 (Course Contents)

In this graduate seminar students will undertake a deep dive into the issue of large firms in the global economy. The objective will be to address why big firms internationalize, the strategies they pursue, and what impact they have on host economy firms. The focus will be on selective Asian emerging economies who not only have generated large firms of their own but are also actively competing with more established MNCs at home and in the world economy. Within this analytical approach students will identify some of the leading firms from these emerging Asian economies and in the process capture some of their strategic interventions.

#### 授業計画 (Course Schedule)

1. Introduction to the Course
2. Capitalism and Emerging Economies
3. Big Business and MNCs
4. Firm Innovation and Competitiveness
5. Trade and Internationalization
6. MNCs and Foreign Direct Investment (FDI)
7. Review and Discussion of Take-Home Mid-term Report
8. MNCs from Emerging Economies
9. In-class student presentations: China
10. In-class student presentations: India
11. In-class student presentations: Thailand and Vietnam
12. In-class student presentations: Malaysia and Indonesia
13. MNCs in Emerging Economies
14. Review and Discussion of Take-home Final Report

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

In-class sessions take place on Thursdays during the 4th and 5th periods (15:20 to 18:50) in the Spring 2 period, i.e., June 1, 8, 15, 22, 29, July 6, and 13.

#### 成績評価方法・基準 (Evaluation)

Final take home report(40%)/2 x In-class presentations 1(30%)/Mid-term take home report(30%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others (e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN212／Advanced Seminar in Global Business 14		
テーマ／サブタイトル等 (Theme / Subtitle)	Applied Corporate Finance		
担当者名 (Instructor)	千野 厚(CHINO ATSUSHI)		
学期 (Semester)	秋学期2(Fall Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This is an intermediate-level course in corporate finance at the graduate level. The goal of the course is to gain thorough understandings on theories and practices of corporate financing and payout policies. After taking this course, students should be able to explain how firms should design their financing and payout policies so as to maximize firm value. This is an intensive Fall Quarter 2 course.

#### 授業の内容 (Course Contents)

We begin with corporate financing decisions and learn how firms raise outside capital through issuing financial securities such as equity and debt in financial markets. Then we discuss an optimal mix of equity and debt issuances by considering various trade-offs between the costs and benefits associated with those securities. In the later part of the course, we examine how financing decisions could affect the valuation of investment projects through their effects on a firm's cost of capital. We will also examine corporate payout policies and discuss how firms should design their cash distribution policies to maximize shareholder value. We would also touch on other topics in corporate finance if time allows.

#### 授業計画 (Course Schedule)

1. Introduction
2. An overview of corporate financing
3. How corporations issue securities (1)
4. How corporations issue securities (2)
5. Does debt policy matter? (1)
6. Does debt policy matter? (2)
7. Does debt policy matter? (3)
8. How much should a corporation borrow? (1)
9. How much should a corporation borrow? (2)
10. Financing and corporate valuation (1)
11. Financing and corporate valuation (2)
12. Payout policy (1)
13. Payout policy (2)
14. Final Test

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

You are expected to read assigned chapters in the textbook before coming to class. Please carefully review class materials after each class.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/Assignments(40%)/Class participation(20%)

#### テキスト (Textbooks)

1. Richard Brealey, Stewart Myers, Franklin Allen, Alex Edmans. 2022. *Principles of Corporate Finance (14th Edition)*. McGraw-Hill Education (ISBN:978-1265074159)

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

Prerequisite: MIB Module 5 (Finance & Financial Accounting) or equivalent. Class slides will be posted online before each class.



科目コード／科目名 (Course Code / Course Title)	KN213／Advanced Seminar in Global Business 15		
テーマ／サブタイトル等 (Theme / Subtitle)	Knowledge Creation and Innovation		
担当者名 (Instructor)	西原 文乃(NISHIHARA AYANO)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Knowledge creation and innovation are the key drivers for creating new and sustainable value for both business and society. In the VUCA world today with the COVID-19 pandemic and global climate crisis, etc., it is becoming more and more important to create new knowledge for innovation with wise leadership. In such context, this course aims at making students to; a) understand the theory and the practice of knowledge creation and innovation, and b) apply them to the actual situation.

Note: This is a sister course to Advanced Seminar in Global Business 16 – as such, these courses are advised to be taken together. Also, together with Advanced Seminar in Global Business 17 and 18 these four courses form the “Knowledge, Innovation, and Design” pillar.

#### 授業の内容 (Course Contents)

This is an active learning course in which students will; a) learn theory and concepts on knowledge creation and innovation, b) understand their practices through case studies, and c) apply them to the actual situation in group project. Students are requested to utilize their knowledge and experience gained from other courses in pursuing the group project. Note that; 1) cases listed are tentative and subject to change; 2) guest speakers may be arranged but subject to change depending on the situation.

#### 授業計画 (Course Schedule)

- Day 1 SS1: Introduction to the course and forming “SCRUM” teams
- Day 1 SS2: Theory 1: Knowledge and SECI
- Day 2 SS3: Case discussion: Realizing customer satisfaction (Eisai, 7-11, Yamato, etc)
- Day 2 SS4: Theory 2: Ba and Knowledge Ecosystem
- Day 3 SS5: Case discussion: Realizing technological innovation (Honda, Toyota, Fujifilm, etc)
- Day 3 SS6: Theory 3: Concept creation
- Day 4 SS7: Case discussion: Generating new product/service ideas (Suntory)
- Day 4 SS8: Theory 4: Wise Leadership
- Day 5 SS9: Case discussion: Leading the change (Wise leaders)
- Day 5 SS10: Theory 5: Social Innovation
- Day 6 SS11: Case discussion: Revitalizing local communities (Kamikatsu, Mitaka, etc)
- Day 6 SS12: Theory 6: Philosophy and Purpose (Great philosophers)
- Day 7 SS13: Final Presentations
- Day 7 SS14: Wrap up

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are requested to read material or watch videos and do the pre-assignments before coming to the class, contribute to case discussions in class, and do the reactions after the class. Details are to be advised in class.

#### 成績評価方法・基準 (Evaluation)

Class contribution (including group work)(20%)/Pre-assignment and reaction(20%)/Final Presentation(30%)/最終レポート(Final Report)(30%)

#### テキスト (Textbooks)

To be advised in class

#### 参考文献 (Readings)

- Nonaka, I. and Takeuchi, H. 2008. *the knowledge-creating company: How Japanese companies create the dynamics of innovation. (paperback)*. Oxford University Press (ISBN:1633695220)
- Nonaka, I. and Takeuchi, H. 2019. *The wise company: How companies create continuous innovation..* Oxford University Press (ISBN:0190497009)

3. Nonaka, I., Toyama, R., & Hirata, T.. 2008. *Managing flow: A process theory of the knowledge-based firm. (paperback).*  
Palgrave Macmillan (ISBN:1137494824)  
Details will be advised in class. E-books are OK.

その他(HP 等) (Others(e.g.HP))

Note: This is a sister course to Advanced Seminar in Global Business 16 – as such, these courses are advised to be taken together. Also, together with Advanced Seminar in Global Business 17 and 18 these four courses form the “Knowledge, Innovation, and Design” pillar.

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN214／Advanced Seminar in Global Business 16		
テーマ／サブタイトル等 (Theme / Subtitle)	Design and Innovation		
担当者名 (Instructor)	レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Learning outcomes for this course, upon successful completion, include the ability to:

- 1) understand design as a craft, practice, process, and outcome,
- 2) analyze and dissect design outputs from a value creation perspective,
- 3) evaluate how design has been utilized to create innovations, and 4) apply design tools and methodologies to a real-life project

#### 授業の内容 (Course Contents)

While design thinking was already discussed in the latter half of the 20th century, it is only in the beginning of the 21st century when design thinking started to become popular in companies and other organizations. Today, design has been understood as one of the main drivers behind creating breakthrough innovations to help organizations become more sustainable and human-centric. As such, design forms a curious counterpart to knowledge creation that also aims at creating value for businesses and the society in general. Thus, this course provides you with a solid foundation on design and innovations, and how they form a true competitive advantage for the 21st century with knowledge creation.

#### 授業計画 (Course Schedule)

1. Day 1: introduction to the course, practicalities, forming teams
2. Day 1: design-driven exercises
3. Day 2: Is it innovative #1 Product design case studies
4. Day 2: Is it innovative #1 Product design case studies
5. Day 3: Is it innovative #2 Service design case studies
6. Day 3: Is it innovative #2 Service design case studies
7. Day 4: Introduction to design processes
8. Day 4: Introduction to design research
9. Day 5: Problem framing 1
10. Day 5: Problem framing 2
11. Day 6: Solution framing
12. Day 6: Concept development
13. Day 7: Final presentations
14. Day 7: Reflections, looking ahead

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to familiarize themselves with the readings and / or the episodes designated for each session. Also, given that there is a course-long project, students are expected to work in teams on their project between the sessions.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/Final presentation(30%)/Active class participation(15%)/Individual learning diary(25%)

#### テキスト(Textbooks)

1. Martin, Roger L.. 2009. *The Design of Business: Why Design Thinking is the Next Competitive Advantage*. Harvard Business Review Press (ISBN:978-1422177808)

#### 参考文献 (Readings)

Additional readings will be provided by the instructor during the first session of the course.

Nordic Rebels ([www.nordicrebels.com](http://www.nordicrebels.com)) videos and podcasts will also be utilized.

#### その他(HP等) (Others(e.g. HP))

This is a sister course to Advanced Seminar in Global Business 15 – as such, these courses are advised to be taken together.

Also, together with Advanced Seminar in Global Business 17 and 18 these four courses form the "Knowledge, Innovation, and Design" pillar.

In addition, this course will utilize blended learning in a meaningful way.

注意事項 (Notice)
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科目コード／科目名 (Course Code / Course Title)	KN215／Advanced Seminar in Global Business 17		
テーマ／サブタイトル等 (Theme / Subtitle)	Strategic Design in Social Context: Agency and Change		
担当者名 (Instructor)	レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Learning outcomes for this course, upon successful completion, include the ability to: 1) understand how design has shifted from making things beautiful to serving as a strategic resource, 2) critically analyze design management and leadership practices in organizations already utilizing design principles, 3) reflect on how design-driven organizations create positive and negative value not only for their immediate stakeholders but for the broader societal context, and 4) apply design tools and methodologies to a real-life project

#### 授業の内容 (Course Contents)

Today's problems are increasingly complex, which is why we need to approach them from multiple perspectives as well as in a way that links solutions to the bigger picture. Moreover, contemporary thinking on how companies deliver value to their customers is broadening from dyadic to complex relationships, implying that organizations do not exist in a vacuum. Within this complexity and ambiguity, design as a means to solve problems and create propositions for the future is well positioned. Bearing this in mind, in this course we do not approach design as the ultimate solution to every problem in the world. Instead, main focus will be on understanding how design has shifted from making things pretty towards a social and environmental catalyst.

#### 授業計画 (Course Schedule)

1. Introduction to the course, pedagogical philosophy, practicalities
2. Why strategic design? Why in a business school?
3. Creating future scenarios
4. Doing design research and why it matters
5. Problem framing in design projects
6. Design as a human-centric endeavor
7. Design for / with other-than-humans
8. Mid-term presentations
9. Ideation: moving from problems to solutions
10. Ecosystem mapping: value is not created in a vacuum
11. Strategic design revisited
12. Finalize the team assignment
13. Final presentations
14. Final reflections and AMA (Ask Me Anything)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to familiarize themselves with the readings and / or the episodes designated for each session. Also, given that there is a course-long project, students are expected to work in teams on their project between the sessions.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Final presentation(15%)/Active class participation(15%)/Individual learning diary(20%)/Mid-term presentation(10%)

#### テキスト (Textbooks)

1. Elizabeth Resnick. 2019. *The Social Design Reader*. Bloomsbury (ISBN:9781350026063)

#### 参考文献 (Readings)

Additional readings will be provided by the instructor during the first session of the course. Nordic Rebels ([www.nordicrebels.com](http://www.nordicrebels.com)) videos and podcasts will also be utilized.

#### その他 (HP 等) (Others(e.g.HP))



This is a sister course for Advanced Seminar in Global Business 18 – in addition, Advanced Seminar in Global Business 15 and 16 provide the foundations for this course.

注意事項 (Notice)
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科目コード／科目名 (Course Code / Course Title)	KN216／Advanced Seminar in Global Business 18		
テーマ／サブタイトル等 (Theme / Subtitle)	Strategic Design in Organizational Contexts: Envisioning futures		
担当者名 (Instructor)	レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Learning outcomes for this course, upon successful completion, include the ability to: 1) understand how design has shifted from making things beautiful to serving as a strategic resource, 2) critically analyze design management and leadership practices in organizations already utilizing design principles, 3) reflect on how design-driven organizations create positive and negative value not only for their immediate stakeholders but for the broader societal context, and 4) apply design tools and methodologies to a real-life project

#### 授業の内容 (Course Contents)

Today's problems are increasingly complex, which is why we need to approach them from multiple perspectives as well as in a way that links solutions to the bigger picture. Moreover, contemporary thinking on how organizations deliver value to their customers is broadening from dyadic to complex relationships, implying that organizations do not exist in a vacuum. Within this complexity and ambiguity, design as a means to solve problems and create propositions for the future is well positioned. Bearing this in mind, in this course we do not approach design as the ultimate solution to every problem in the world. Instead, main focus will be on understanding how design has shifted from making things pretty towards a catalyst for organizational change.

#### 授業計画 (Course Schedule)

1. Introduction to the course, pedagogical philosophy, practicalities
2. Why strategic design? Why in a business school?
3. Design thinking in organizations
4. Doing design research and why it matters
5. Problem framing in design projects
6. Design as a human-centric endeavor
7. Strategic design case study
8. Mid-term presentations
9. Ideation: moving from problems to solutions
10. Ecosystem mapping: value is not created in a vacuum
11. Design in organizations: managing change
12. Finalize the team assignment
13. Final presentations
14. Final reflections and AMA (Ask Me Anything)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to familiarize themselves with the readings and / or the episodes designated for each session. Also, given that there is a course-long project, students are expected to work in teams on their project between the sessions.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Active class participation(15%)/Final presentation(15%)/Individual learning diary(20%)/Mid-term presentation(10%)

#### テキスト(Textbooks)

1. Kees Dorst. 2015. *Frame Innovation*. MIT Press (ISBN:9780262324311)

#### 参考文献(Readings)

Additional readings will be provided by the instructor during the first session of the course. Nordic Rebels ([www.nordicrebels.com](http://www.nordicrebels.com)) videos and podcasts will also be utilized.

#### その他(HP等) (Others(e.g.HP))

This is a sister course for Advanced Seminar in Global Business 17 – in addition, Advanced Seminar in Global Business 15 and 16 provide the foundations for this course.

注意事項 (Notice)
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科目コード／科目名 (Course Code / Course Title)	KN221 / Advanced Seminar in Global Business 2		
テーマ／サブタイトル等 (Theme / Subtitle)	Advanced Topics in Intercultural Business Management		
担当者名 (Instructor)	バード アラン ウィリアム(BIRD, ALLAN WILLIAM)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

1. Students will better understand the challenges and rewards of managing cultural differences and be better prepared to take on roles that require them to manage in intercultural contexts.
2. Students will understand their own intercultural management style and how it impacts those with whom they interact.
3. Students will identify personal intercultural competencies and understand how to develop intercultural competencies.

#### 授業の内容 (Course Contents)

Studies show that managers spend up to 90% of their time interacting with other people. In the 21st century many managers are likely to work with people who are culturally diverse. This course focuses on understanding how to lead across cultural differences and on developing managerial competencies related to effective intercultural interactions.

- Effective managers, first and foremost, have an accurate understanding of their own strengths and weaknesses as a manager. For this reason, this course includes a series of personal assessments designed to help the students better understand their own intercultural management style.
- Effective managers have a good sense of cultural differences, and where they are likely to emerge. Effective managers, however, use presumed cultural differences as a starting point for understanding – and avoid stereotypes. This course will examine current theory and research on cultural differences. We will also examine how problems in cross-cultural management often emerge less from cultural differences themselves, than from our own inability to perceive difference accurately or, even worse, our insistence on finding difference where it does not exist.
- Effective managers have a set of interpersonal tools. These include skills in communication, conflict management, teamwork, power and influence, and negotiation. These skills, of course, cannot be learned in one course. This course offers a general introduction to skills in these areas, and practice in using these skills in a cross-cultural context.

The objectives of this course will be achieved mostly through lectures, discussion, presentations, and experiential activities as well as assignments that you complete outside of class.

#### 授業計画 (Course Schedule)

1. Understanding Differences in Human Cognition & Behavior  
Assignment:  
Readings: Complete all readings in Session 1 folder before class.
2. Frameworks for Understanding Cultural Difference  
Assignment:  
Readings: Complete all readings in Session 2 folder before class.
3. Identifying Intercultural Competence  
Assignment:  
• Complete the Intercultural Effectiveness Scale (IES) no later than 11:59pm on the Tuesday prior to this session. You will receive an email invitation to complete it.  
Readings: Complete all readings in Session 3 folder before class.
4. Developing Intercultural Competence  
Assignment:  
• Reflect on your IES results and select a competency that you want to develop further.  
Readings: Complete all readings in Session 4 folder before class.
5. Crossing into Other Cultures  
Assignment: Submit 1-page PDP plan prior to this session.  
Assignment: Submit the first Weekly PDP Report on the Monday following this session.

- Readings: Complete all readings in Session 5 folder before class.
6. Adjusting to Other Cultures  
 Assignment: Submit 1-page PDP plan prior to this session.  
 Assignment: Submit the second Weekly PDP Report on the Monday following this session.  
 Readings: Complete all readings in Session 6 folder before class.
  7. Mid-term Test
  8. Experiencing Cultural Difference  
 Assignment:  
 · Complete preparation for Bafa Bafa cultural simulation role. Submit 1-page proposal for the Intercultural Field Experience prior to class.  
 Readings: Complete all readings in Session 8 folder before class.  
 In-class Simulation: Bafa Bafa
  9. Intercultural Communication  
 Assignment:  
 · Complete Communication Style Assessment prior to class.  
 · Submit the next Weekly PDP Report on the Monday prior to these sessions.  
 Readings: Complete all readings in Session 9 folder before class.
  10. Leading Intercultural Teams  
 Assignment:  
 · Submit the next Weekly PDP Report on the Monday prior to these sessions.  
 Readings: Complete all readings in Session 10 folder before class.
  11. Cross-Cultural Negotiations  
 Assignment:  
 · Complete preparation for the Alpha-Beta Negotiation simulation.  
 · Submit the next Weekly PDP Report on the Monday prior to these sessions.  
 Reading: Readings: Complete all readings in Session 11 folder before class.  
 In-class Simulation: Alpha-Beta Negotiations
  12. Managing Intercultural Conflict  
 Assignment:  
 · Complete the Thomas-Kilman Conflict Mode Instrument prior to class.  
 · Submit the next Weekly PDP Report on the Monday prior to these sessions.  
 Reading: Readings: Complete all readings in Session 12 folder before class.
  13. Ethics in Cross-Cultural Contexts  
 Ethics in Cross-cultural Contexts                      Assignment:  
 · Complete the Ethical Theoretic Aptitude survey prior to class.  
 · Submit the final Weekly PDP Report on the Monday prior to these sessions.  
 Readings: Complete all readings in Session 113 folder before class.
  14. Final Test

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

There are two major components of the course that will be completed outside of class. Each is described below.

#### INTERCULTURAL FIELD EXPERIENCE

20 points of the course grade will be based on an intercultural fieldwork experience that entails crossing into another culture. Details of the project are presented below. The Fieldwork Report is due at the start of Session 14. Reports submitted after that will receive a 10% deduction for each day or fraction of a day late.

##### Intercultural Field Experience

This assignment is intended to give you a chance to practice several skills learned through the course. The objective is to simulate, as closely as possible, what it would be like for you to go and work in a culture new to you. Students will choose a subculture setting about which they are unfamiliar, then spend a period of time in the subculture in a way that allows some participation in it (as distinct from just observing the culture or interviewing its members), with the goal of interacting effectively within that culture.

When choosing a culture, keep in mind that culture is a group phenomenon. Therefore, spending a day with just one member of a culture will not enable you to observe or experience any more than that one person's views, which may or may not be representative of the culture as a whole. Past examples for this project include athletic teams, communities with different ethnic or socioeconomic backgrounds, other schools, professions, and organizations.

The emphasis in the fieldwork assignment is on experiential learning. One of the most difficult aspects of any intercultural

assignment is entry into a new culture. The task in this assignment is to experience entry into and working within another culture directly (as opposed to studying or speculating about it). Pay attention to your own behavior and reactions in the period prior to your first contact as well as during your experience and afterwards.

This fieldwork assignment is required of all course participants and must be a new experience organized with the fieldwork report in mind. It cannot be a retrospective examination of an experience you've had (even if dramatic and recent). This requirement may seem unreasonable to those with cross-cultural experience. However, you will be bringing to this experience a consciousness about what you are doing, and a set of concepts for analyzing the experience, that should result in greater learning than could be gained from "revisiting" a past experience. You must

A word about ethics: Do not misrepresent yourself or the Institute in approaching a group to request entry. Keep in mind, too, that you are the one asking for a favor. How you ask and what explanation you provide need to be sensitive to the other group's needs and perceptions as well as to your own need to meet the course requirements. Speak with me if you have questions.

A word about safety: Don't get yourself into dangerous situations (e.g., organized crime, political conflicts, etc.).

## Report

The report on your fieldwork experiences should include the following items:

1. Description of the subculture you chose and why you chose it. This should include your expectations about the culture.
2. Preparation for entering the culture – reading, thinking about it, contacting people, collecting information, etc.; concepts considered to be of potential use.
3. Gaining entry – how you did it. Contact person, how contacted, permission, etc.
4. Description of the experience and the main cultural differences you experienced. Remember that you are a part of the experience; you are part of the differences.
5. Description of what "cultural shock," if any, you experienced, your reactions to it, and how you adapted.
6. Reflection – what you learned from the experience (including what you learned about yourself, if appropriate): feelings, learnings /insights; links with international business, the course material and other readings and/or experiences; things confirmed, disconfirmed; surprises – both positive and negative.
7. Recommendations – how will you enhance your cross-cultural entry next time?

## Evaluation

Because of the personal and experiential nature of this assignment, it will be graded on a "contract" basis. You may choose to pursue either the "95" or the "85" version of the project, as outlined below. In either scenario, the outline of the report is the same (see above). You will earn a "75" or lower if you do not meet the experiential or reflective objectives of the project, even if you submit a complete report.

"85%" version (expected to meet course objectives). Select a culture that is new to you; prior to entry conduct research on the culture; then spend at least eight hours interacting in that culture (i.e., in addition to preparation time, arriving, leaving, etc.). Complete all sections of the report thoughtfully. The report is likely to be 9–12 pages long (12 pt. font, double-spacing, not including cover pages, pictures/illustrations, charts, or tables).

"95%" version (going beyond course objectives). Select a culture that is clearly unique to you and which you have some compelling reason for wanting to enter. Prepare for your entry carefully, using multiple sources of information. Spend at least twelve hours over at least two different types of occasions interacting in that culture. Ensure that your effectiveness is assessed somehow. Complete all sections of the report thoughtfully. The report is likely to be 12–15 pages long.

If you intend to pursue a "95" grade on the project, you must submit a 1-page proposal for your project by the start of Session 5. The proposal should outline the culture you plan to enter, your

Personal Development Program. Select one IES competency that you want to improve (e.g., adaptability, valuing different perspectives, etc.). Following session 4, intensely study all you can about the competency you want to develop, using both Internet and published resources. Based on your research, develop a concrete, daily personal development plan of how you can improve in this area. Submit a 1-page plan identifying your targeted competency and, using a SMART-goal approach, what you will do to develop it.

You will be required to implement this plan and report to Prof. Bird each week on Monday by 11:59pm as to how effective you were in the implementation of your plan during the previous week.

Weekly PDP Reports. Each student's personal development plan will be unique to fit their own circumstances. The evaluation of the weekly PDP reports is designed to be personal and not competitive with others. Thus, students' rate of progress will not be evaluated against or compared with other students' outcomes on the weekly reports. This assignment is designed for you – and you only – to learn on your own how you can best develop inclusive competencies in your life. You cannot gain points by outperforming your peers; rather, you will be developing an inclusive competency that you want to develop. However, you can lose points on the Weekly PDP reports. Penalties will occur for:

- Turning in a weekly PDP report late (–0.25 points per day).
- Not turning in a weekly PDP report at all (–2.5 points)
- Not providing rigorous and reflective analysis within a weekly PDP report (range of –.25 to –.75 points).

There is no reason to lose any points on this assignment – just write thoughtful weekly reports and turn them in on time.

Submit your weekly reports via Canvas on the date that each one is due. Your first report will be due on the Monday following session 5. These reports are due each Monday before 11:59 pm throughout the COURSE. The last report you will submit will be on the Monday following session 13.

In these weekly reports you should feel free to update your plan for the upcoming week based upon your progress and experience in implementing your plan during the previous week. Structure your reports to reflect on the outcomes of your weekly efforts in implementing your personal development plan by addressing each of the following three items in your reports (use these as sub-headings) and avoid using bullet points:

1. What Happened. A descriptive report of the outcomes associated with the implementation of your plan over the past week.
2. What I Learned. Insights you gained from the outcomes you described in 1
3. What I Will Do. What will your plan be for the upcoming week based on 1 & #2?

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(25%)/Mid-term Test(25%)/Intercultural Field Experience(20%)/Intercultural Competency Personal Development Plan(20%)/Class Engagement(10%)

CLASS ENGAGEMENT (10 pts.) The objectives of this course will be achieved mostly through lectures, discussion, and experiential activities. Engagement has as much to do with your attitude toward the class, material, and assignments as it does your performance during our actual time together each session. The standard we will apply in evaluating your engagement is as follows: You are expected to attend class, arriving on time with assigned readings completed and any pre-class assignments completed and submitted, and then to interact and engage with the content and your fellow classmates. Your contribution to the learning of others, through the experience and insights you have, is a key part of this learning process. Please note that engagement is NOT equivalent to only attending class or merely talking in class. The quality of your contributions, your listening and responsiveness to others, and your overall attitude are important components. This means you must be well prepared before coming to class. Please consult with me if you are experiencing difficulty contributing. Effective class contribution is a skill that I can help you develop and one that you will find inimitably useful throughout your time in the program and your subsequent career. From time to time, assignments or class presentations will be given. Students will be notified of assignments and given necessary instructions at least one class session in advance. Assignments are due prior to the start of the session for which they were assigned. INTERCULTURAL FIELD EXPERIENCE (20 pts.) The INTERCULTURAL FIELD EXPERIENCE is described in the "Study Required Outside of Class" section above. INTERCULTURAL COMPETENCY PERSONAL DEVELOPMENT PLAN (20 pts.) The INTERCULTURAL COMPETENCY PDP is described in the "Study Required Outside of Class" section above. MID-TERM TEST (25 pts.) The MID-TERM TEST will address material covered in session 1–6. FINAL TEST (25 pts.) The FINAL TEST will address material covered in session 8–13.

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

その他(HP 等) (Others(e.g.HP))

注意事項(Notice)



科目コード／科目名 (Course Code / Course Title)	KN231 / Advanced Seminar in Global Business 3		
テーマ／サブタイトル等 (Theme / Subtitle)	Issues of International Law which Japanese Corporations face		
担当者名 (Instructor)	竹内 雅俊(TAKEUCHI MASATOSHI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course aims (1) to provide a basic understanding of international public law and its use in the international business arena and (2) develop a practical problematique for students through discussion of various topics which require both knowledge of international law and international business.

#### 授業の内容 (Course Contents)

This course provides an introduction to the international legal aspect of international disputes which Japan (particularly corporations) face in the globalized economy. Drawing upon classic and contemporary cases and texts from various international courts, discussions of issues such as diplomatic protection, sovereign immunity, international dispute settlement, and etc. shall be invited.

#### 授業計画 (Course Schedule)

1. Introduction: What is International Law and its Implications to Corporations?
2. International Law and Domestic Law
3. What is Sovereignty?: Sovereign Immunity
4. What is a State?: Unrecognized States in Domestic Courts
5. Dispute Settlement and International Courts
6. Using foreign Law in Courts
7. Foreign Investment and ICSID
8. WTO and Dispute Settlement pt. 1
9. WTO and Dispute Settlement pt. 2
10. FTAs, EPAs and the TPP
11. Diplomatic Protection of Corporations
12. Business and Human Rights
13. Human Rights and State Responsibility
14. UN Global Compact and CSR

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Explorative learning will be announced as needed.

#### 成績評価方法・基準 (Evaluation)

Final Report(40%)/Participation in Discussion(60%)

#### テキスト (Textbooks)

None

#### 参考文献 (Readings)

1. Ian Brownlie. 2022. *Basic Documents in International Law*. Oxford Univ. Press (ISBN:978-0199217717)
2. Markos Karavias. 2014. *Corporate Obligations under International Law*. Oxford Univ. Press (ISBN:0199674388)
3. John Ruggie. 2013. *Just Business: Multinational Corporations and Human Rights*. W. W. Norton & Company (ISBN:978-0393062885)

#### その他 (HP 等) (Others(e.g. HP))

United Nations (International Law) URL: <http://www.un.org/en/law/>

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN241 / Advanced Seminar in Global Business 4		
テーマ／サブタイトル等 (Theme / Subtitle)	Advanced Topics in Persuasion and Influence Without Authority		
担当者名 (Instructor)	バード アラン ウィリアム(BIRD, ALLAN WILLIAM)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

1. Students will better understand the nature and sources of persuasion and influence, especially within the context of a complex business environment and organizational settings characterized by collaboration, coordination, and cooperation.
2. Students will understand their own persuasion and influence skills and how to use them more effectively.
3. Students will enhance their persuasion and influence competencies as well as develop their capacity to continue growing those skills.

#### 授業の内容 (Course Contents)

The 21st Century witnessed a shift from away from bureaucratic hierarchical structures toward organic, cross-functional teams and project-based structures. Positional authority has weakened and simultaneously organizations expect all employees to actively contribute in bringing about positive outcomes. Under such conditions, employees must develop skills that will help them persuade others and exert influence in the absence of positional authority.

- Effective leaders and professionals understand the nature and sources of power and influence, especially within the context of a complex, interdependent, fast-changing business environment. They understand the nature and role of persuasion as well as the difference between persuasion and influence, and the difference between these and manipulation.
- Effective leaders possess a set of interpersonal competencies and skills that enable them to persuade and influence others in order to accomplish change initiatives and achieve organizational goals. These include skills in mindful communication, building trust, conflict management, teamwork, and negotiation.
- Effective leaders know when and how to employ their persuasion and influence skills, where managing down, up across within organizations across organizations and stakeholder groups.

The objectives of this course will be achieved mostly through lectures, discussion, presentations, and experiential activities as well as assignments that you complete outside of class.

#### 授業計画 (Course Schedule)

1. Introduction to Power, Persuasion & Influence  
C: xv-xix; Ch. 1  
C&B: Ch. 1
2. Sources of Power & Sources of Influence
3. Building Bases of Power  
C: Ch. 2  
C&B: Ch. 2
4. Understanding Principles of Persuasion  
C: Ch. 3  
C&B: Ch. 3
5. Predispositions & Cognitive Biases  
C: Chs. 4 & 5
6. Effective Communication (Verbal)  
C: Chs. 5, 6, 7 & 8
7. Mid-term Test
8. Effective Communication (Non-Verbal)  
C: Chs. 5, 6, 7 & 8
9. Developing Relationships  
C&B: Chs. 4, 5, 6 & 7
10. Influence at a Distance  
C&B: Chs. 4, 5, 6 & 7

11. Influencing Ethically  
C&B: Chs. 8, 9 & 10
12. Leadership's Role and Buy-in related to D&I  
C&B: Chs. 8, 9 & 10
13. Discouraging Unwanted Influence  
C: Ch. 9  
C&B: Chs. 15 & 16
14. Final Test

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

There is one major activity that requires continual attention outside of class. It is described below:

#### PERSUASION & INFLUENCE COMPETENCY DEVELOPMENT PLAN

Personal Development Program. Select one persuasion or influence competency that you want to improve (e.g., reciprocity, referent power, bargaining, etc.). Following session 4, intensely study all you can about the competency you want to develop, using both Internet and published resources. Based on your research, develop a concrete, daily personal development plan of how you can improve in this area. Submit a 1-page plan identifying your targeted competency and, using a SMART-goal approach, what you will do to develop it.

You will be required to implement this plan and report to Prof. Bird each week on Monday by 11:59pm as to how effective you were in the implementation of your plan during the previous week.

Weekly PDP Reports. Each student's personal development plan will be unique to fit their own circumstances. The evaluation of the weekly PDP reports is designed to be personal and not competitive with others. Thus, students' rate of progress will not be evaluated against or compared with other students' outcomes on the weekly reports. This assignment is designed for you – and you only – to learn on your own how you can best develop inclusive competencies in your life. You gain no points by outperforming your peers; rather, you will be developing a persuasion or influence competency that you want to develop. However, you can lose points on the Weekly PDP reports. Penalties will occur for:

- Turning in a weekly PDP report late (–0.25 points per day).
- Not turning in a weekly PDP report at all (–2.5 points)
- Not providing rigorous and reflective analysis within a weekly PDP report (range of –.25 to –.75 points).

There is no reason to lose any points on this assignment – just write thoughtful weekly reports and turn them in on time.

Submit your weekly reports on the date that each one is due. Your first report will be due on the Monday following session 5. Your 1-page statement is also due at this time. These reports are due each Monday before 11:59 pm throughout the COURSE. The last report you will submit will be on the Monday following session 13.

In these weekly reports you should feel free to update your plan for the upcoming week based upon your progress and experience in implementing your plan during the previous week. Structure your reports to reflect on the outcomes of your weekly efforts in implementing your personal development plan by addressing each of the following three items in your reports (use these as sub-headings) and avoid using bullet points:

1. What Happened. A descriptive report of the outcomes associated with the implementation of your plan over the past week.
2. What I Learned. Insights you gained from the outcomes you described in 1
3. What I Will Do. What will your plan be for the upcoming week based on 1 & #2?

#### 成績評価方法・基準(Evaluation)

最終テスト(Final Test)(30%)/Mid-term Test(30%)/Persuasion & Influence Competency Personal Development Plan(20%)/Course Engagement(20%)

PERSUASION & INFLUENCE COMPETENCY DEVELOPMENT PLAN (20 pts.) Personal Development Program. Select one persuasion or influence competency that you want to improve (e.g., reciprocity, referent power, bargaining, etc.). Following session 4, intensely study all you can about the competency you want to develop, using both Internet and published resources. Based on your research, develop a concrete, daily personal development plan of how you can improve in this area. Submit a 1-page plan identifying your targeted competency and, using a SMART-goal approach, what you will do to develop it. You will be required to implement this plan and report to Prof. Bird each week on Monday by 11:59pm as to how effective you were in the implementation of your plan during the previous week. Weekly PDP Reports. Each student's personal development plan will be unique to fit their own circumstances. The evaluation of the weekly PDP reports is designed to be personal and not competitive with others. Thus, students' rate of progress will not be evaluated against or compared with other students' outcomes on the

weekly reports. This assignment is designed for you – and you only – to learn on your own how you can best develop inclusive competencies in your life. You gain no points by outperforming your peers; rather, you will be developing a persuasion or influence competency that you want to develop. However, you can lose points on the Weekly PDP reports. Penalties will occur for:

- Turning in a weekly PDP report late (–0.25 points per day).
- Not turning in a weekly PDP report at all (–2.5 points)
- 

Not providing rigorous and reflective analysis within a weekly PDP report (range of –.25 to –.75 points). There is no reason to lose any points on this assignment – just write thoughtful weekly reports and turn them in on time. Submit your weekly reports on the date that each one is due. Your first report will be due on the Monday following sessions 5. Your 1–page statement is also due at this time. These reports are due each Monday before 11:59 pm throughout the COURSE. The last report you will submit will be on the Monday following sessions 13 & 14. In these weekly reports you should feel free to update your plan for the upcoming week based upon your progress and experience in implementing your plan during the previous week. Structure your reports to reflect on the outcomes of your weekly efforts in implementing your personal development plan by addressing each of the following three items in your reports (use these as sub-headings) and avoid using bullet points: 1. What Happened. A descriptive report of the outcomes associated with the implementation of your plan over the past week. 2. What I Learned. Insights you gained from the outcomes you described in 1. 3. **What I Will Do. What will your plan be for the upcoming week based on 1 & #2?**

テキスト(Textbooks)
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なし

参考文献(Readings)
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その他(HP 等) (Others(e.g.HP))
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注意事項(Notice)
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科目コード／科目名 (Course Code / Course Title)	KN251 / Advanced Seminar in Global Business 5		
テーマ／サブタイトル等 (Theme / Subtitle)	Research Methods/Data Analysis		
担当者名 (Instructor)	ビヨン, K. (BYON KUNWUNG)		
学期 (Semester)	秋学期2(Fall Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The objectives of the course are: (a) to introduce students to the concepts associated with research method and statistical analyses that are widely adopted in sport and business management research, (b) to provide in-depth understanding of theoretical aspects of selected research methods and statistical analyses

#### 授業の内容 (Course Contents)

Students will learn (a) how to evaluate the appropriateness of the research methodology used in a research study, (b) how to evaluate reliability and validity of the research instrument used in the study, (c) how to assess the clarity and consistency of the results, and (d) understand what statistical methods should be used given the characteristics of data, (e) how to perform data analyses, (f) how to interpret the results, and (g) how to write the results derived from data analyses. The class will be taught through lectures, evaluation of research articles, and demonstration/practice of data analyses.

#### 授業計画 (Course Schedule)

1. Introduction of the course/lectures
2. What is science, research, and statistics
3. Concepts associated with data analysis
4. Measurement (levels of measurement, reliability, and validity)
5. Descriptive statistics and Correlation
6. Sampling Techniques
7. Analysis related to group differences between two groups (One-sample, Independent, and Paired T-test)
8. Questionnaire development
9. Analysis related to group differences among three or more groups (ANOVA)
10. Survey Research
11. Analysis related to group differences among three or more groups (ANOVA)
12. Experimental Research
13. Analysis related to relationships between/among variables (Simple and Multiple Regression)
14. Test

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to read all the required readings to prepare class discussion and presentation.  
Students are required to purchase a book on statistical analysis.

#### 成績評価方法・基準 (Evaluation)

Data Analyses(30%)/Data Interpretation(30%)/Research Presentation(15%)/Test(25%)

#### テキスト (Textbooks)

1. Field, Andy. 2013. *Discovering Statistics Using SPSS* (5th edition). Andy Field. Sage (ISBN:978-1526445766)

#### 参考文献 (Readings)

1. Hair, Black, Babin, & Anderson. 2018. *Multivariate Data Analysis*. Cengage (ISBN:978-1473756540)

#### その他 (HP 等) (Others(e.g. HP))

The above course schedule is tentative and is subject to change. Detailed syllabus will be provided at the beginning of the class.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN261 / Advanced Seminar in Global Business 6		
テーマ／サブタイトル等 (Theme / Subtitle)	Innovation and Knowledge Management in Multinational Corporations		
担当者名 (Instructor)	ナルラ(RAJNEESH NARULA)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The course objective is to provide students with conceptual and analytical tools to identify, analyze, and critically assess the strategic and managerial challenges associated with the exploitation of internal and external international innovation networks.

#### 授業の内容 (Course Contents)

The course focuses on the characteristics and determinants of corporate strategies for innovation management and the consequence of geographical location for international business. It examines issues related to the creation and management of international innovation networks, both those created internally through organic growth, and those built on mergers and acquisitions and/or cooperative arrangements with external parties.

(LH: Lars HAKANSON, RN: Rajneesh NARULA)

#### 授業計画 (Course Schedule)

1. Introduction: The Economics and Management of Innovation (LH)
2. Case discussion: Elcor Innovation (LH)
3. Managing Centralized R&D in Multinational Companies (LH)
4. Case discussion: TSR7729 (LH)
5. Learning through Acquisition: International Mergers and Acquisitions (LH)
6. Case discussion: Gold Peak Electronics: R&D Globalisation from East to West (LH)
7. MNEs, Innovation Systems and Policy (LH & RN)
8. Case discussion: Singapore's Economic Development Strategy and the Biomedical Sciences Cluster (LH & RN)
9. Alliances and Innovation Strategies (RN)
10. Case discussion: Organizing for Innovation at Glenmark (A) (RN)
11. Learning and Innovating Multinationally (RN)
12. Case discussion: To be announced. (RN)
13. In-class final test (RN)
14. Course summary and wrap-up (RN)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to read and analyze before class the assigned cases and readings.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/Class participation(30%)/Group case analysis and presentation(30%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

\*NOTE\*

There will be additional activities in the 4th period on Thursdays, so please do not enroll in another course on the 4th period on Thursdays.

For the 1st day, please come to the same classroom as the 5-6th periods.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN281 / Advanced Seminar in Global Business 8		
テーマ／サブタイトル等 (Theme / Subtitle)	Managerial Negotiations		
担当者名 (Instructor)	モルトビー(MALTBY,SCOTT)		
学期 (Semester)	秋学期2(Fall Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標(Course Objectives)

The purpose of this course is to provide participants the opportunity to learn how to become more effective negotiators.

#### 授業の内容(Course Contents)

Activities used to accomplish the above goal include personality inventories, negotiation role plays and exercises, case studies, discussions and lectures. The focus of the course will be on processes of negotiating and the emphasis is on hands on learning, although theories of negotiation and research examining negotiation will also be covered. The course is highly interactive and full participation is required.

#### 授業計画(Course Schedule)

1. An Overview of Negotiation
2. Distributive Bargaining
3. Integrative Negotiations
4. Claiming Value vs. Creating Value
5. Planning for Negotiations
6. Persuasion and Negotiations
7. Email Negotiations
8. Communication Skills for Negotiations
9. Cross-cultural Negotiations
10. Multi-party Negotiations
11. Negotiating in Teams
12. Case Study Analysis
13. Personality and Individual Differences in Negotiation
14. Review – Best Practices in Negotiation

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

Selected readings from a variety of sources will be distributed throughout the course. There will also be a bibliography distributed for those wishing to read deeper on the subject.

#### 成績評価方法・基準(Evaluation)

Class Participation(30%)/Group Negotiation Paper(20%)/Individual Case Analysis(20%)/Negotiation Journal and Paper(30%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	KN291 / Advanced Seminar in Global Business 9		
テーマ／サブタイトル等 (Theme / Subtitle)	Cultural Dimensions in International Business		
担当者名 (Instructor)	フォウラー, R(FOWLER RANDY)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course introduces students to current thought on cultural dimensions in international business. By the end of the course, students should be familiar with the key concepts and theories of culture in business, and be fully equipped to critically evaluate the strengths and weaknesses of such theories. The course will provide students with the knowledge and tools to successfully navigate complex cross-cultural issues in their international business careers, going beyond facile explanations to a more critical understanding of culture and its importance to the international business field.

#### 授業の内容 (Course Contents)

This course consists of lectures and readings to introduce students to current thought on cultural dimensions in international business. Students will be exposed to a broad range of perspectives on cultural dimensions, and will develop the critical ability to evaluate them for strengths and weaknesses.

#### 授業計画 (Course Schedule)

1. What is Culture and why is it Relevant to International Business?
2. Individualism/Collectivism (I)
3. Individualism/Collectivism (II)
4. Power Distance
5. Masculinity/Femininity; Uncertainty Avoidance
6. Long-Term Orientation
7. Presentations (I)
8. Presentations (II)
9. Direct vs. Indirect Communication
10. Cultural Distance
11. Culture, Markets, and Economics (I)
12. Culture, Markets, and Economics (II)
13. Culture, Markets, and Economics (III); Review
14. Final Test

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to do any assigned readings before class, and to be prepared to discuss them.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/Presentation(35%)/Class Participation(25%)

#### テキスト (Textbooks)

None

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g. HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	KN295／Advanced Seminar in Global Business 10		
テーマ／サブタイトル等 (Theme / Subtitle)	Global Game Industry		
担当者名 (Instructor)	レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Learning outcomes for this course, upon successful completion, include the ability to:

- 1) gain an up-to-date overview of the dynamics and trends of the game industry, its historical origins and future directions,
- 2) understand managerial practices in game companies and analyze specific matters associated with global games distribution,
- 3) evaluate game company internationalization strategies through platforms,
- 4) analyze game design and customer service from an ethical point of view, and design alternative, improved solutions based on this, and
- 5) experiment, through prototyping, with how gameful elements can be integrated across different organizational functions and industries.

#### 授業の内容 (Course Contents)

Since the beginning of the 21st century, the game industry has grown rapidly, surpassing the film and music industries in global revenue. Located at the intersection of technological innovation and artistic creativity, the game industry is constantly renewing itself and pushing forward existing business models. With the proliferation of Internet and digital distribution, the game industry is truly global, innovative and digital, providing a rich context for revisiting international business studies. This course will address various issues that are central to managing successfully a gaming firm, such as: business model and business development strategy; fundamentals of monetization and analytics of games, user acquisition approaches and marketing; localization and global expansion as well as ethical game design.

#### 授業計画 (Course Schedule)

1. Introduction to the course, team formation and team assignment presentation
2. Finnish and Japanese game industry: past, present, future
3. Ideation: how game development companies are creating game ideas
4. Game development processes
5. Reflection session and what happens next in the course
6. Business models and monetization design
7. User testing and quality assurance
8. Consumers as players, ethics of video games, and playing games (for pedagogical purposes)
9. Branding, marketing, community management
10. Reflection session and what happens next in the course
11. Game industry case studies: Rovio and Frogmind
12. Esports: history, current trends, industry dynamics
13. Global game industry and its future
14. Reflection session and final team presentations

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Students are expected to familiarize themselves with the readings and other materials assigned for each session as well as work on the team assignment outside the sessions.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/Final presentation(15%)/Active class participation(15%)/Peer evaluation(10%)/Individual learning diary(30%)

#### テキスト(Textbooks)

1. Aphra Kerr. 2017. *Global Games Production, Circulation and Policy in the Networked Era*. Routledge (ISBN:9780415858878)

#### 参考文献 (Readings)

Readings and other materials will be provided by the instructor.

その他(HP等)(Others(e.g.HP))

This course is intended for everyone interested in the game industry / creative industries, not only for hardcore gamers. No prior knowledge about the industry is required, a curious mind is more than enough :)

注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／Advanced Seminar in Global Business 11		
テーマ／サブタイトル等 (Theme / Subtitle)	Thesis Research Seminar for Tuebingen IDD Program		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA) デイヴィス, S(DAVIS,SCOTT T.) レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This seminar is a support course for MIB IDD students from Tuebingen University. Consultation on the content of the thesis is primarily conducted with the supervisor at Tuebingen University. This seminar is designed to help students better pace their research since research consultation is undertaken on a remote basis.

#### 授業の内容 (Course Contents)

Students are asked to meet with the seminar instructor(s) and/or an assigned MIB faculty on a regular basis to report on the progress of their masters thesis. Seminar faculty provide general feedback on the progress reports. The final written report usually includes a well documented literature review and preliminary findings (qualitative and/or quantitative) for the thesis.

Online zoom sessions will be announced at least one week in advance.

#### 授業計画 (Course Schedule)

1. Overview of the Seminar
2. Discuss Research Proposal
3. Discuss Research Proposal
4. Data Collection and Research Methods
5. Data Collection and Research Methods
6. Data Collection and Research Methods
7. Midterm Presentation
8. Consultation on Thesis
9. Consultation on Thesis
10. Consultation on Thesis
11. Consultation on Thesis
12. Consultation on Thesis
13. Consultation on Thesis
14. Final Presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Prepare progress reports (written or oral) prior to each meeting.

#### 成績評価方法・基準 (Evaluation)

Progress Reports(20%)/Midterm Presentation(20%)/Final Presentation(20%)/Final Research Paper(40%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

Course schedule and content is subject to change (all changes/modifications will be posted on Canvas and announced in class).

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN298／Advanced Seminar in Global Business 13		
テーマ／サブタイトル等 (Theme / Subtitle)	Project Management Practices for Leaders		
担当者名 (Instructor)	ヤズジ, メテ(YAZICI METE)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

After taking this course students should:

- 1) be able to understand what projects are and how they can apply project management concepts and techniques in business
- 2) be able to understand the role for and skills required for project managers/team leaders
- 3) be able to learn about the new agile project management concepts and techniques
- 4) be able to understand how project management and agile thinking can be applied in starting businesses

#### 授業の内容 (Course Contents)

The course will prepare the student for taking responsibility in small to mid-size projects.

Understanding the general concepts and skills will help the students plan and manage important business initiatives as leaders.

Familiarity with these concepts will broaden students' perspectives in applying their skills in managing projects.

In many companies, successful project managers can be considered as good candidates for management roles.

The course will briefly highlight the leadership roles expected of the project managers.

Recently, companies have been shifting towards more flexible and faster ways of delivering results. The course will provide an overview of Agile Project Management and Lean methods in the second half.

The course will ask students to manage a model project and utilize their knowledge in creating specific project outcomes.

#### 授業計画 (Course Schedule)

1. Overview: Projects at work and in our lives. How project management can help in careers.
2. Initiation phase activities
3. Planning phase activities
4. Execution phase
5. Communication skills for project management and stakeholder management
6. Monitoring phase
7. Closing, reporting, lessons learned
8. Agile movement
9. Running agile projects
10. Lean movement
11. Lean startups
12. Design thinking and how to run design projects
13. Project presentations
14. Program and portfolio management

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to be prepared to engage in-class discussion and in-class exercises by reading/reviewing the assigned material and notes.

The course will ask students to manage a model project and utilize their knowledge in creating specific project outcomes.

#### 成績評価方法・基準 (Evaluation)

Final Project and Presentation(40%)/Assignments(40%)/Participation and Attendance(20%)

#### テキスト (Textbooks)

1. Robert K. Wysocki. 2019. *Effective Project Management: Traditional, Agile, Extreme, Hybrid*. Wiley (ISBN:1119562805)
2. Brett Harned. 2017. *Project Management for Humans: Helping People Get Things Done*. Rosenfeld Media (ISBN:1933820519)

#### 参考文献 (Readings)

その他(HP 等) (Others(e.g.HP))

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN301／Leadership in Global Organization		
担当者名 (Instructor)	フォウラー, R(FOWLER RANDY)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course provides an in-depth understanding of a broad range of theories of leadership, and factors leading to the successful management of organizations. The content of the course focuses firstly on knowledge which organizational leaders must possess about organizational behavior, such as human resources management, employee motivation and morale, job performance, and organizational change. The course then focuses on leadership itself, and theories and findings about the traits and practices which result in leadership success. Students will engage in discussion and activities that will help them to understand and identify those behaviors and traits which may bring out the best in their leadership capabilities. By the course's conclusion, students will be equipped with a broad array of perspectives, tools, and insights to maximize their potential to successfully lead organizations.

#### 授業の内容 (Course Contents)

Lectures will provide a solid grounding in the material, while students will be expected actively to participate and contribute to class discussions and activities.

#### 授業計画 (Course Schedule)

1. Introduction
2. Issues in Organizational Behavior I: Affect/Mood; Cooperation and competitiveness; Goal setting; Relational vs. Transactional organizational cultures; Voice vs. Silence
3. Issues in Organizational Behavior II: Pygmalion & Galatea Effects; The importance of context in organizational behavior; Feedback-seeking behavior; Bullying; Job Performance
4. Issues in Organizational Behavior III: Perceptions of Justice; Problem-solving and Creativity; Identity and Emotion; Employee Motivation
5. Issues in Organizational Behavior IV; Leadership: Obedience to Authority; Cognitive Dissonance; Introduction to Leadership
6. Leadership I: Trait Theory; Behavioral Theories
7. Leadership II: Behavioral Theories (cont'd); Style Approach
8. Leadership III: Situational Theories; Contingency Theory
9. Leadership IV: Charisma; "Authentic" Leadership
10. Leadership V: Followership; Psychodynamic Perspectives
11. Leadership VI: Emotional Intelligence; Power
12. Presentations I
13. Presentations II
14. Final Test

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students will be assigned a book-length biographical reading to analyze as a leadership case. Students should also review concepts and other material in advance of class, and be prepared to discuss them.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/Presentation(35%)/Class Participation(25%)

#### テキスト(Textbooks)

None

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))



科目コード／科目名 (Course Code / Course Title)	KN302／Business and Society in Asia		
テーマ／サブタイトル等 (Theme / Subtitle)	Japan and Asia: Corporations' FDI Strategies and Growth Management		
担当者名 (Instructor)	アブダーリ(ABU-DARI MAZEN M. M.)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

In the last decades, many Asian corporations, and corporations in Asia, have successfully passed through a process of growth and development in an impressive way. The managers' decisions to expand abroad are thought to be of high importance in this process. We try to investigate and learn from the managers' trade off between the risk of investment abroad and the growth of their firms.

#### 授業の内容 (Course Contents)

The first part of this course explains the theory of Foreign Direct Investment (FDI), and its history in Japan. This is followed by discussing its determinants, in the case of Japan, and how the Japanese companies look at investment abroad.

The second part focuses on some case studies of firms investing in Asia. We aim to analyze and learn from the decisions made by the managers to expand their businesses in a number of Asian countries.

#### 授業計画 (Course Schedule)

1. Introduction, and FDI theory
2. Japanese FDI outflows + Macroeconomic, institutional, and sectoral determinants
3. Japanese investors' perception of location advantages + Japanese foreign direct investment in Southeast Asia
4. Japanese domestic companies' perception of investment abroad + Foreign exchange rates and Japanese foreign direct investment in Asia
5. Determinants of Japanese FDI flows + FDI in Japan
6. China: FDI in China: FamilyMart China expansion
7. China: Shiseido in China, when politics interfere with business
8. Midterm presentation
9. Japan: Uniqlo a stitch in time
10. Japan: Suntory highball revolution: Can a type of drink save an industry
11. Japan: The survival strategies of Sony, Hitachi, and Canon
12. India: Managing unsettled labor relations at the Toyota subsidiary in India
13. Korea: Kia motors facing globalization challenges
14. Philippine: Strategies for the future of Philippine Airlines

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Instructions to be given during the class.

#### 成績評価方法・基準 (Evaluation)

Group presentations(25%)/In-class discussion(25%)/Midterm presentation(25%)/最終レポート(Final Report)(25%)  
Full attendance is required. Attendance will be required to acquire the course credits in general.

#### テキスト (Textbooks)

1. Mohan Lakhera. 2008. *Japanese FDI Flows in Asia: Perspectives and Challenges*. Palgrave MacMillan
  2. Parissa Haghirian. 2013. *Case Studies in Asian Management*. World Scientific Publishing Company
- Additional reading materials to be given during the class.

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))





科目コード／科目名 (Course Code / Course Title)	KN304／Cases in Marketing Strategy and Operations		
テーマ／サブタイトル等 (Theme / Subtitle)	Dissecting Design Marketing Management		
担当者名 (Instructor)	レヘトネン(LEHTONEN Miikka J)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6201	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Learning outcomes for this course, upon successful completion, include the ability to: 1) understand how design, marketing, and management intersect; 2) reflect on design's role in marketing and branding; 3) analyze different value creation mechanisms and approaches; and 4) familiarize yourself with engaging and participatory marketing strategies

#### 授業の内容 (Course Contents)

At first sight combining design, marketing, and management might seem like a mixed bag of disciplines. This is why this course aims at dissecting them to show how and why they are important from the perspective of managing design-driven organizations. In essence, the aim of this course is to analyze intersections between design, marketing, and management by covering seminal texts from each domain. In more concrete terms, we will cover topics such as: what is value, consumers as co-creators of value, designing strategy, innovation and design management, and organizations as parts of systemic changes and innovations.

#### 授業計画 (Course Schedule)

1. Introduction to the course, setting the scene
2. Consumption as identity
3. A brief, yet fascinating introduction to design
4. Value creation and capture: broadening our understanding
5. Design meets marketing meets strategy
6. New wave of consumer engagement
7. New wave of studying consumers and delivering value propositions
8. Design as strategic adaptation
9. Design as strategic adaptation
10. Innovations as balancing between novelty and traditions
11. Strategy and design – an odd couple?
12. Final presentations
13. Final presentations
14. Final reflections and AMA (Ask Me Anything)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to familiarize themselves with the readings and / or the episodes designated for each session. In addition, the final team assignment requires students to work outside the sessions.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Active class participation(15%)/Individual learning diary(25%)/Peer evaluation(10%)/Case studies(10%)

#### テキスト (Textbooks)

1. Giulia Calabretta et al.. 2016. *Strategic Design*. Laurence King Publishing (ISBN:978-9063694456)

#### 参考文献 (Readings)

Additional readings will be provided by the instructor during the first session of the course.  
Nordic Rebels ([www.nordicrebels.com](http://www.nordicrebels.com)) videos and podcasts will also be utilized.

#### その他 (HP 等) (Others(e.g HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KN306／Good Business Initiative Workshop		
テーマ／サブタイトル等 (Theme / Subtitle)	Theory & Practice of Responsible Business Model Development		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is designed to give students an understanding of the theory and practice of business model development for the promotion of both economic performance and social wellbeing. By the end of the course students will have gained (1) a familiarity with systems theory and its major approaches, and (2) experience in the planning and evaluation of systemic interventions in business model development and reframing.

#### 授業の内容 (Course Contents)

The course will comprise of three components.

Stage 1: a review of theories and frameworks relating to the development of socially informed business models. The aim of this stage is to develop a framework by which business can be planned, implemented and evaluated in terms of its ability to promote social wellbeing as well as economic performance.

Stage 2: a case analysis exercise wherein the framework developed in stage one is applied to the analysis of business models in Japan and/or overseas with the aim of promoting both economic performance and social wellbeing.

Stage 3: a practical exercise in the planning and development of a business model for social value creation informed by the frameworks developed in stage one and used in stage two.

#### 授業計画 (Course Schedule)

1. Orientation Session
2. Class 1: Stage 1 – Theory of Responsible Business Model Development and Transformation
3. Class 2: Stage 1 – Theory of Responsible Business Model Development and Transformation
4. Class 3: Stage 1 – Theory of Responsible Business Model Development and Transformation
5. Class 4: Stage 1 – Theory of Responsible Business Model Development and Transformation
6. Class 5: Stage 2 – Analysis of Cases of Transformative Business Models
7. Class 6: Stage 2 – Analysis of Cases of Transformative Business Models
8. Class 7: Stage 2 – Analysis of Cases of Transformative Business Models
9. Class 8: Stage 3 – Practical Exercise in Responsible Business Model Development
10. Class 9: Stage 3 – Practical Exercise in Responsible Business Model Development
11. Class 10: Stage 3 – Practical Exercise in Responsible Business Model Development
12. Class 11: Stage 3 – Practical Exercise in Responsible Business Model Development
13. Class 12: Stage 3 – Practical Exercise in Responsible Business Model Development
14. Wrap-up Session

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

This course will require students to complete readings and work on individual written reports outside of class hours. Group work for practical exercises will be conducted during class time.

#### 成績評価方法・基準 (Evaluation)

Theory Paper(25%)/Case Paper(25%)/Team Presentation(25%)/Discussion Points(25%)

Attendance is important as this course conducted in a highly interactive format and includes teamwork based components.

Absences will negatively affect final grades.

#### テキスト (Textbooks)

Readings will be indicated at the Orientation Session.

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

All notifications, readings and assignments will be managed using the university Blackboard system.

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese I1		
担当者名 (Instructor)	小松 満帆(KOMATSU MAHO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J4 and J5. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJI aims to equip students with the Japanese language communications skills required to perform independently in certain business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJI1, 2, 3, 4 & 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of elementary grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation, attendance and participation(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese I2		
担当者名 (Instructor)	富倉 教子(TOMIKURA KYOKO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J4 and J5. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJI aims to equip students with the Japanese language communications skills required to perform independently in certain business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJI1, 2, 3, 4 & 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of elementary grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation, attendance and participation(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese I3		
担当者名 (Instructor)	沢野 美由紀(SAWANO MIYUKI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J4 and J5. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJI aims to equip students with the Japanese language communications skills required to perform independently in certain business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJI1, 2, 3, 4 & 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of elementary grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation, attendance and participation(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese I4		
担当者名 (Instructor)	小森 由里(KOMORI YURI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J4 and J5. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJI aims to equip students with the Japanese language communications skills required to perform independently in certain business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJI1, 2, 3, 4 & 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of elementary grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation, attendance and participation(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese I5		
担当者名 (Instructor)	長谷川 孝子(HASEGAWA TAKAKO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J4 and J5. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJI aims to equip students with the Japanese language communications skills required to perform independently in certain business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJI1, 2, 3, 4 & 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of elementary grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation, attendance and participation(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese A1		
担当者名 (Instructor)	泉 大輔(IZUMI DAISUKE)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J6 and J7. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJA aims to equip students with the Japanese language communications skills required to perform independently in a wide range of business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJA1, 2, 3, 4 and 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of intermediate and advanced level grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation and attendance(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese A2		
担当者名 (Instructor)	富倉 教子(TOMIKURA KYOKO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J6 and J7. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJA aims to equip students with the Japanese language communications skills required to perform independently in a wide range of business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJA1, 2, 3, 4 and 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of intermediate and advanced level grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation and attendance(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese A3		
担当者名 (Instructor)	沢野 美由紀(SAWANO MIYUKI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J6 and J7. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJA aims to equip students with the Japanese language communications skills required to perform independently in a wide range of business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJA1, 2, 3, 4 and 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of intermediate and advanced level grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation and attendance(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese A4		
担当者名 (Instructor)	小森 由里(KOMORI YURI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J6 and J7. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJA aims to equip students with the Japanese language communications skills required to perform independently in a wide range of business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJA1, 2, 3, 4 and 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of intermediate and advanced level grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation and attendance(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g HP))

#### 注意事項 (Notice)





科目コード／科目名 (Course Code / Course Title)	その他／Business Japanese A5		
担当者名 (Instructor)	保坂 明香(HOSAKA ASUKA)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	1単位(1 Credit)
科目ナンバリング (Course Number)	MIB5700	言語 (Language)	日本語 (Japanese)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is basically designed for students currently at levels J6 and J7. Participants are approved by the Director of the Master of International Business in consultation with the Center for Japanese Language Education. BJA aims to equip students with the Japanese language communications skills required to perform independently in a wide range of business situations.

#### 授業の内容 (Course Contents)

Students will be introduced to and given the opportunity to practice language necessary for basic conversation in a business context, meetings, negotiations and telephone communications. This will include practical experience in using expressions within different interpersonal contexts, and writing basic business documents and communications. Full details of the course design will be given at the orientation at the start of the semester.

NOTE: Students are required to register for BJA1, 2, 3, 4 and 5 as a set.

#### 授業計画 (Course Schedule)

1. Introduction: Classes will consist of a review of intermediate and advanced level grammar and practice of Japanese language in various business contexts.
2. Class 1.
3. Class 2.
4. Class 3.
5. Class 4.
6. Class 5.
7. Class 6.
8. Class 7.
9. Class 8.
10. Class 9.
11. Class 10.
12. Class 11.
13. Class 12.
14. Class 13.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparation for each class will be announced at the end of each preceding class.

In order to facilitate role playing and other exercises, students are expected to wear business dress to classes.

#### 成績評価方法・基準 (Evaluation)

Preparation and attendance(30%)/Assignments and homework(30%)/Mid-term project(20%)/End of term project(20%)

#### テキスト (Textbooks)

No textbook. References and material will be distributed in class as needed.

#### 参考文献 (Readings)

References will be assigned in class as necessary.

#### その他 (HP 等) (Others(e.g HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	自動登録／Master's Thesis Supervision 1		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／Master's Thesis Supervision 2		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／Master's Thesis Supervision 3		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／Master's Thesis Supervision 4		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6011	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT201 / Research Methodology		
担当者名 (Instructor)	山田 恭平(YAMADA KYOHEI)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The primary objective of the course is to familiarize students with practical methods and tools useful for conducting independent research projects. I expect students to be able to critically evaluate scholarly works (being good consumers) as well as design and implement research projects (being good producers). The methods and tools acquired in the course should help students complete their master's theses.

#### 授業の内容 (Course Contents)

We will first study basic ideas of social scientific research. We will then focus on the following four methods and tools: (1) randomized experiment, (2) survey, (3) survey experiment, (4) case study, and (5) data management using Stata. For each of these methods, we will learn the methodology and study its practical applications. The course will be based primarily on lectures.

#### 授業計画 (Course Schedule)

1. Introduction
2. Finding a research question; theory building
3. Correlation and causation
4. Randomized experiment: basics
5. Randomized experiment: examples
6. Survey: questionnaire
7. Survey: sampling
8. Survey experiment: vignette, list, and conjoint
9. Presentation (articles on experiment)
10. Presentation (articles on survey)
11. Data management using Stata
12. Quiz
13. Case selection method and qualitative research
14. Presentation (short presentation on research proposal)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to come to class and encouraged to read reference materials before and after each class.

#### 成績評価方法・基準 (Evaluation)

Presentation 1(25%)/Presentation 2(25%)/Quiz(20%)/Writing assignment(30%)

#### テキスト (Textbooks)

None

#### 参考文献 (Readings)

1. McDaniel, Carl, and Roger Gates. 2013. *Marketing Research (International Student Version)*. John Wiley & Sons
2. Rea, Louis M., and Richard A. Parker.. 2005. *Designing and Conducting Survey Research: A Comprehensive Guide (Third Edition)*. Jossey-Bass (ISBN:9780787975463)
3. Gerber, Alan S., and Donald P. Green.. 2012. *Field Experiments: Design, Analysis, and Interpretation*. W.W. Norton (ISBN:9780393979954)

Other reference materials will be announced in the first meeting.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	KT211 / Applied Microeconomics		
担当者名 (Instructor)	林 経洋(LIN CHING-YANG)		
学期 (Semester)	秋学期2(Fall Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course covers the intermediate-level microeconomics concepts and the empirical applications. These contents are the foundations for policy analysis and essential to other applied elective courses. In addition, students will learn the knowledge and tools required for their thesis research.

#### 授業の内容 (Course Contents)

We study theoretical models to analyze consumers' and firms' behavior. Specifically, to explore the policy effects on the aggregate economy, we study the concept of general equilibrium. Moreover, to understand the interactions between firms' strategies or between different interest groups, we study the concept of game theory and Nash equilibrium. In addition, we will also cover several topics on experimental economics.

For the first two hours of the class, we will devote our attention to microeconomic theory. This component is vital for both your thesis and subsequent coursework. In the remaining hour, we will discuss empirical or behavioral economics. These topics come from Predictably Irrational: The Hidden Forces by Dan Ariely.

#### 授業計画 (Course Schedule)

1. Preference and Utility maximization
2. Demand function: the derivation and application
3. Applications: The consumer's decision making on saving, labor supply, and others
4. The firms' decision making: production function and cost function
5. Profit maximization and cost minimization
6. Optimal pricing decision in the monopoly market
7. General equilibrium and welfare (I)
8. General equilibrium and welfare (II)
9. Game Theory (1): basics and the concept of Nash Equilibrium
10. Game Theory (2): Repeated game and the Sub-game Perfect Nash Equilibrium
11. Game Theory (3): Applications
12. Topics on behavior economics (I)
13. Topics on behavior economics (II)
14. Topics on behavior economics (III)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Readings on reference books and selected papers.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(35%)/assignment(10%)/presentation(25%)/midterm(30%)

#### テキスト (Textbooks)

1. Walter Nicholson and Christopher M. Snyder. 2016. *Microeconomic Theory: Basic Principles and Extensions 12th Edition*. South-Western (ISBN:1305505794)

#### 参考文献 (Readings)

1. Hal R. Varian . 1992. *Microeconomic Analysis, 3rd Edition* . W. W. Norton & Company (ISBN:9780393957358)
2. Dan Ariely . 2010. *Predictably Irrational, Revised and Expanded Edition: The Hidden Forces That Shape Our Decisions*. Harper Perennial (ISBN:0061353248)
3. Steven D. Levitt and Stephen J. Dubner . 2009. *Steven D. Levitt and Stephen J. Dubner*. William Morrow Paperbacks (ISBN:0060731338)

#### その他 (HP 等) (Others(e.g. HP))

Lecture notes, slides, references, and assignments will be shared in the class folder in Google drive. The important information will be announced by email.

The number of face-to-face classes is less than 7 times out of 14 times

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT221 / Statistics for Economics and Management		
テーマ／サブタイトル等 (Theme / Subtitle)	To provide the full scope of the fundamental topics in statistics for economic and business analysis.		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Statistics is the science of learning from data, and of measuring, controlling, and communicating uncertainty. (Davidian, M. and Louis, T. A., Science, 06 Apr 2012).

This seven-week intensive course introduces basic concepts in probability and statistics as a tool for empirical analysis in the issues of economics, business, and public management to master programs' students. The goal of this course is to enhance the students' quantitative analytical skills in writing term papers and master's dissertations.

#### 授業の内容 (Course Contents)

This course provides the full scope of the fundamental topics within statistics and covers descriptive statistics, basic probability theory, sampling distributions, confidence interval estimation, hypothesis testing, and regression analysis.

This course consists of lecture-based sessions and the computer workshop of Stata, a widely used statistical package in the subject of economics, political science, business and marketing, and other social science.

#### 授業計画 (Course Schedule)

1. Introduction
2. Descriptive statistics
3. Probability
4. Discrete random variables and probability distribution
5. Continuous random variables and probability distribution
6. Stata workshop I
7. Sampling distribution
8. Point and interval estimation
9. Hypothesis testing: Single population
10. Stata workshop II
11. Hypothesis testing: Two or more populations
12. Final test
13. Least squares and simple regression
14. Students' presentation & Wrap-up

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

It is important to complete the readings of the assigned textbook chapter prior to each class session. Weekly or bi-weekly homework sets are assigned.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(30%)/Class participation(10%)/Homework assignment(30%)/Research assignment(30%)

#### テキスト (Textbooks)

1. Newbold et al.. 2012. *Statistics for Business and Economics, 8th edition*. Pearson Education (ISBN:978-0273767060)
2. Weinberg et al.. 2020. *Statistics Using Stata: An Integrative Approach, 2nd edition*. Cambridge University Press (ISBN:110872583X)

Newbold et al.(2012) is a worldwide best-selling textbook covering the fundamental topics in statistics. Although this course cannot cover all chapters of the book, I strongly recommend purchasing a copy. Note that there is one copy in the library.

#### 参考文献 (Readings)

TBA

#### その他 (HP 等) (Others(e.g.HP))

Since this course is designed for graduate students, strict attendance and deadline policies are enforced. Each must be responsible for considering his/her study efforts before the enrolment.

The number of face-to-face classes is less than 7 times out of 14 times.

注意事項 (Notice)
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科目コード／科目名 (Course Code / Course Title)	KT231 / Applied Econometrics		
担当者名 (Instructor)	陣内 悠介(JINNAI YUSUKE)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course provides an introduction to econometric models with their applications. After completing this course, students will understand how to conduct data analysis.

#### 授業の内容 (Course Contents)

This course covers from basic probability and statistics to fundamental econometric concepts. In class, we will discuss theoretical foundation, implementation of models, and interpretation of results. Students will also study causal inference through empirical examples and exercises.

#### 授業計画 (Course Schedule)

1. Introduction to Econometrics
2. Review of probability and statistics (1)
3. Review of probability and statistics (2)
4. Hypothesis testing (1)
5. Hypothesis testing (2)
6. Simple regression model (1)
7. Simple regression model (2)
8. Midterm exam
9. Multiple regression analysis: Estimation (1)
10. Multiple regression analysis: Estimation (2)
11. Multiple regression analysis: Inference (1)
12. Multiple regression analysis: Inference (2)
13. Binary variables
14. Final exam

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Review course materials every week.

#### 成績評価方法・基準 (Evaluation)

Class discussion(10%)/Quiz(20%)/Midterm test(30%)/最終テスト(Final Test)(40%)

#### テキスト (Textbooks)

1. Jefferey M. Wooldridge. 2019. *Introductory Econometrics: Modern Approach* 7th ed.. South-Western Pub (ISBN:1337558869)

#### 参考文献 (Readings)

1. Joshua D. Angrist and Jörn-Steffen Pischke. 2014. *Mastering 'Metrics: The Path from Cause to Effect*. Princeton University Press (ISBN:9780691152844)

#### その他 (HP 等) (Others(e.g.HP))

Following Rikkyo University's guideline, the lectures will be delivered through face-to-face in principle. However, online lectures may be introduced depending on the circumstances under COVID-19.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT241 / Mathematics for Economics and Management		
担当者名 (Instructor)	柿中 真(KAKINAKA MAKOTO)		
学期 (Semester)	秋学期1(Fall Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course introduces a variety of fundamental mathematical tools that are essential for successful graduate-level study in economics, management, and related social issues.

#### 授業の内容 (Course Contents)

This course is designed to introduce fundamental analytical tools for social sciences. Examples and motivations are drawn from topics in economic and management issues. This course includes non-linear functions, sequence and series, differentiation, constrained and unconstrained optimization, integration, and matrix algebra. We also study the basic concept of differential and difference equations.

#### 授業計画 (Course Schedule)

1. Functions
2. Sequence and series I
3. Sequence and series II
4. Differentiation I
5. Differentiation II
6. Optimization I
7. Optimization II
8. Optimization III
9. Integration
10. Probability
11. Differential equations
12. Difference equations
13. Matrix algebra I
14. Matrix algebra II

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Problem sets will be assigned, collected, and graded.

#### 成績評価方法・基準 (Evaluation)

Problem sets(30%)/Two Quizzes  $35\% \times 2(70\%)$

#### テキスト (Textbooks)

1. Edward T. Dowling. 2012. *Introduction to Mathematical Economics*. McGraw Hill (ISBN:9780071762519)
2. Sydsaeter, K., Hammond, P., Strom, A.. 2012. *Essential Mathematics for Economic Analysis*. Pearson (ISBN:9780273760689)

This course has no required textbooks, but students are recommended to read the above textbooks.

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT251 / Public Administration		
担当者名 (Instructor)	山田 恭平(YAMADA KYOHEI)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course examines the workings of governments in democratic countries. It explains basic institutional characteristics of democratic countries, reviews theories, and examines relevant empirical works. In addition to learning institutions and politics, I expect students to become familiar with social scientific reasoning, critically evaluate academic books and articles, and examine the government and politics in their countries from a comparative perspective.

There are a number of dimensions in the study of governments and public administration. This course primarily deals with institutions and politics. It supplements and is supplemented by other courses in the MPMA, such as Public Management, Public Policy, and Public Finance and Budgeting.

#### 授業の内容 (Course Contents)

The course is based primarily on lectures. Students are expected to do the reading before class and participate in the discussions.

#### 授業計画 (Course Schedule)

1. Introduction
2. Regime types
3. Presidential and parliamentary systems
4. Electoral rules: basics
5. Electoral rules: consequences
6. Intergovernmental relations
7. Institutional changes
8. Election fraud
9. Political culture
10. Voting behaviors
11. Political competition
12. Bureaucratic-political relations
13. Pandemic and politics
14. Field trip (tentative)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to do the reading before class and participate in the discussions.

#### 成績評価方法・基準 (Evaluation)

Presentations(35%)/Writing assignment(35%)/Weekly discussion questions(30%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

1. Caramani, Daniele. 2014. *Comparative Politics, Third Edition*. Oxford University Press
  2. Lijphart, Arend. 2012. *Patterns of Democracy: Government Forms and Performance in Thirty-Six Countries*. Yale University Press
- Other reading materials will be announced in the first session.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT261 / Public Management		
担当者名 (Instructor)	中嶋 学(NAKASHIMA MANABU)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

In the current era of “governance,” wherein the public sector works with business and non-profit sectors to make and implement public policy, public managers face many challenges resulting from the complexity of collaborating with multiple organizations across sectors. To examine these challenges, understand the potential problems, explore their solutions, and help students develop the managerial skills to solve them, this course will emphasize two objectives: (1) understanding key concepts in inter-organizational theory and (2) applying the concepts to public organizations that collaborate across sectors.

#### 授業の内容 (Course Contents)

This course covers inter-organizational theories, such as resource dependence theory, institutional theory, and network theory, to familiarize students with relevant major theoretical frameworks, their strengths and weaknesses, and the similarities and differences among them.

We will devote two sessions to each theory. In the first class, one inter-organizational theory and its application to public organizations will be introduced, explained and discussed for understanding. In the second session, students will give a presentation on two related research articles and lead the discussion.

#### 授業計画 (Course Schedule)

1. Class Introduction and Overview of Public Management
2. Network Theory (1)
3. Network Theory (2)
4. Social Capital Theory (1)
5. Social Capital Theory (2)
6. Resource Dependence Theory (1)
7. Resource Dependence Theory (2)
8. Institutional Theory (1)
9. Institutional Theory (2)
10. Transaction Cost Economics (1)
11. Transaction Cost Economics (2)
12. Agency Theory (1)
13. Agency Theory (2)
14. Final Presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

The central requirement of the class is active and informed participation. We will spend most of our time in discussion, and I will do very little lecturing. So it is critical that everyone come prepared to engage with the readings and with one another.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(25%)/1st Presentation(20%)/2nd Presentation(20%)/Final Paper Presentation(25%)/Participation and Attendance(10%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

1. Rainey, H. G., Fernandez, S., and Malatesta, D.. 2021. *Understanding and Managing Public Organizations (6th edition)*. Jossey-Bass (ISBN:978-1119705895)

#### その他(HP 等) (Others(e.g.HP))





科目コード／科目名 (Course Code / Course Title)	KT271 / Public Finance and Budgeting		
担当者名 (Instructor)	リム, スンフ(LIM SEUNGHOO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The student in this class should learn to: Understand the political, economic, legal, organizational, and cultural dimensions of public budgeting; Describe key processes, institutions, and actors in the budget process; Understand the functions that public budget and budgeting serve; Appreciate differences in the orientation of alternative budget systems; Identify and discuss major revenue sources and expenditure categories of public budget; Understand key concepts, practices and challenges in revenue forecasting, capital budgeting and debt management; Assess a government's actual budget practices according to the recommended set of budgeting standards; Appreciate the rationales and realities of intergovernmental fiscal relations in developing as well as developed countries; and Analyze budget trends of public organizations.

#### 授業の内容 (Course Contents)

Public budget is the most distilled statement of what government does with its price tag attached. It is a policy document as well as a financial plan that serves control, management and planning purposes, linking considerations of raising resources from the economy and spending priorities setting. And, public budgeting is how the government decides on and executes its budgets, which not only is essentially a political process, but also requires substantial understandings and skills in financial management. This course aims to improve students' understanding of how government at different levels manages its purse, money from taxpayers and citizens, for better results, equipping students with both theoretical perspectives and practical analytical skills. The topics covered include, but are not limited to, budgetary institutions and process, roles of key budget actors and decision-makers, budgetary constraints, budget systems and reform, key revenue sources and forecasting, capital budgeting, debt management, intergovernmental fiscal relations, and a diverse set of skills and tools in preparing and implementing budgets. Students will be given practical opportunities to evaluate a government's budget in reference to budgeting and financial management principles learned from the class.

#### 授業計画 (Course Schedule)

1. Introduction and Course Arrangements
2. Intro to Public Budgeting: Structure and Functions
3. History and Theories of Public Budgeting & the Federal Government 1
4. History and Theories of Public Budgeting & the Federal Government 2
5. State & Local Budgeting
6. Politics and Public Budgeting: Executive Preparation and Legislative Consideration 1
7. Politics and Public Budgeting: Executive Preparation and Legislative Consideration 2
8. Mid-Term Test
9. Bureaucracy and Public Budgeting: Budget Execution 1
10. Bureaucracy and Public Budgeting: Budget Execution 2
11. Reforms and Public Budgeting: Line Item, Performance, and Program Budgeting
12. Performance and Public Budgeting: Performance-Based Budgeting
13. Tax Policy, Intergovernmentalism, and Public Budgeting
14. Research Project Presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

1. Biweekly Homework
2. Final Research Paper, Budget Reform Paper, or Essay

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Homework(15%)/Participation(15%)/Mid-term Test(30%)

#### テキスト (Textbooks)

1. Katherine G. Willoughby. 2014. *Public Budgeting in Context: Structure, Law, Reform, and Results*. Jossey-Bass (ISBN:978-1-118-50932-6)
2. Jay E. Ryu. 2014. *The Public Budgeting and Finance Primer: Key Concepts in Fiscal Choice*. M. E. Sharpe (ISBN:978-

0765637970)

参考文献 (Readings)

その他 (HP 等) (Others (e.g. HP))

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT302／Environmental Policy and Disaster Management		
担当者名 (Instructor)	リム, スンフ(LIM SEUNGHOO)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The student in this class should learn to:

understand key environmental challenges in the 21st century; appreciate the political, economic and social context of environmental policy and disaster management, recognizing different actors, values, and institutions; discern the importance of the complex interaction between science and politics in environmental policy making and disaster management; identify and discuss different roles played by formal/informal actors/institutions in the environmental policy process and disaster management;

identify and compare different policy instruments/tools in dealing with environmental issues, which include command-and-control regulations, market-based tools, and voluntary environmental programs; appreciate the importance of collaboration/cooperation in environmental or disaster management among public agencies and between the public and private sectors; understand newly emerging environmental governance, discerning the critical roles played by non-governmental actors in the domestic as well as international settings; and understand the importance of local knowledge and initiatives in dealing with environmental problems at various levels.

#### 授業の内容 (Course Contents)

This class is designed to expose students to major debates over environmental policy process and disaster management in the developing as well as developed countries with a focus on the way that different political, economic, institutional, social, and cultural factors play out to shape environmental policy/politics and disaster management. For this purpose, the class applies theories of the public policy process into environmental policy/politics and disaster management. Specifically, the class addresses key policy issues conspicuous in each of the stages of the environmental policy process and disaster management, covering problem definition, policy formulation, decision-making, implementation, and evaluation/learning. While key relevant environmental and disaster issues are covered such as clean water and air, toxic and hazardous material, climate change, biodiversity, deforestation, and energy, different policy tools/instruments for dealing with environmental protection and sustainable development will be introduced and debated. A major theme of the class will be that environmental policy and disaster management is at the crossroad of differing/conflicting values and interests both of society and across countries, which typically go beyond technical rational analysis. To drive the point home, students will read and discuss a variety of case studies from developing and developed countries. They will also write a short case study on an environmental policy or a disaster management issue in their respective countries.

#### 授業計画 (Course Schedule)

1. Introduction: Concepts of Public Policy Process and Environmental Policy and Disaster Management
2. Environmental Problem Definition and Agenda Setting
3. Environmental Science, Values, and Policies
4. Environmental Policy Design 1: Command-and-Control
5. Environmental Policy Design 2: Incentive-Based Tools
6. Environmental Policy Design 3: Voluntary Programs
7. Review Session 1
8. Mid-Term Exam
9. Environmental Policy Implementation
10. Environmental Policy Evaluation
11. Participatory Governance in Environmental Policy and Disaster Management
12. Review Session 2
13. Invited Talks
14. Comparative Environmental Policy and Disaster Management: Presentation of Final-Term Papers

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Final-term paper

#### 成績評価方法・基準 (Evaluation)

Class Participation(15%)/Discussion Leader Performance (Presentations)(15%)/Mid-term Exam(30%)/最終レポート(Final

Report)(40%)

テキスト(Textbooks)

1. Vig, N. J., and Kraft, M. E. (eds.). 2015. *Environmental Policy: New Directions for Twenty-First Century, 9th (Revised) Edition*. CQ Press
2. Layzer, J. A.. 2015. *The Environmental Case: Translating Values into Policy. 4th (Revised) Edition*. CQ Press
3. Lim, S.. 2021. *Policy Network Ties in the Dynamic Process of Environmental Conflict Resolution: Uncovering the Evolution of Environmental Governance*. Springer

参考文献(Readings)

その他(HP 等) (Others(e.g.HP))

注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	KT311／Project Cycle Management		
テーマ／サブタイトル等 (Theme / Subtitle)	Participatory Planning, Monitoring and Evaluation		
担当者名 (Instructor)	藤田 伸子(FUJITA NOBUKO) 松本 幸子(MATSUMOTO SACHIKO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)	Intensive Course Class room:【After April 27: classroom4401】 before【3-4periods:9303/5periods:7153】 Course will be held on the following dates. 4/13(Thu)3-5periods, 4/20(Thu)3-5periods, 4/27(Thu)3-4periods,5/11(Thu)3-5periods, 5/18 (Thu)3-5periods		

#### 授業の目標 (Course Objectives)

Project Cycle Management course is designed to provide students with practical knowledge of the management method, skill, and tool for development projects. Students will learn multiple steps of participatory planning and evaluation method.

#### 授業の内容 (Course Contents)

The class will focus on Project Cycle Management that is one of the management methods widely used in the international development community. The method includes participatory planning, monitoring, and evaluating stages of development projects. The course introduces visual and written cases which enable students to understand how projects are planned, monitored and evaluated in the local context. Some important concepts such as participatory development, logical framework approach, ownership by stakeholders, institutional development, gender issue, and private sector's role will be discussed. Students' active participation is expected.

#### 授業計画 (Course Schedule)

1. Introduction and overview of PCM method
2. Stakeholders analysis
3. Problem analysis
4. Problem analysis
5. Objective analysis
6. Project selection
7. Project Design Matrix
8. Project Design Matrix
9. PDM Appraisal
10. Presentation of Project Design Matrix
11. Plan of Operation, gender analysis for gender-sensitive planning
12. Implementation and monitoring
13. Project evaluation model
14. Summary of the course

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Instructions regarding study required outside of class will be given through Blackboard/Rikkyo Jikan.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Mid-term Report(30%)/Participation on discussion(30%)

#### テキスト (Textbooks)

1. FASID. 2008. *Project Cycle Management, Participatory Planning*. FASID

#### 参考文献 (Readings)

1. FASID. 2016. *Project Cycle Management, Monitoring and Evaluation*. FASID

#### その他 (HP 等) (Others(e.g HP))

1. Students are required to engage in group work and individual work using case materials (written and audio-visual) and online whiteboards. Please bring your laptop computer(WiFi-enabled) to face-to-face class.
2. Blackboard/ Rikkyo Jikan are used to distribute materials and submit assignments.
3. The class in April 13th (1-3), April 20th(4-6), and May 11th (9-11) will be conducted face-to-face.

4. If the delivery method (face-to-face or Online) changes, we will notify in advance.

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT321 / Public Private Partnership		
テーマ／サブタイトル等 (Theme / Subtitle)	- Collaborative public service deliveries between public and private sectors -		
担当者名 (Instructor)	荒川 潤 (ARAKAWA JUN)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Major objectives of the course are to learn 1) basic theories and practices of Public Private Partnership (PPP, P3 or 3P), collaborative public service deliveries between public and private sectors in the context of dynamic governance reforms, and 2) actual PPP examples of students' own and other students' countries through mini researches and presentations required in the class.

#### 授業の内容 (Course Contents)

- The "Public Private Partnership (PPP)" is an introductory course and composed of (1) lectures on theories and practices of PPP, (2) student presentations and (3) discussions.
- For (2), every student is required to make a 15-minute presentation on an actual PPP example, as a case of dynamic governance reforms, in his/her own countries. The presentation is followed by quick Q&A session.
- For (3), active and constructive discussions are strongly encouraged even including peer question and answer opportunities among students.
- Through the course, students will obtain more and better knowledges on PPP, including the latest perspectives, and be able to increase their own "options" in delivering public services when they return to the real world. For those who have backgrounds in the private sector, the course will help them think about new "business opportunities" with public sector in the real world.

#### 授業計画 (Course Schedule)

1. Introduction: Backgrounds and perspectives on PPP
2. Various PPP schemes
3. PPP practice (1): Outsourcing
4. Case study (1): Outsourcing
5. PPP practice (2): Private Finance Initiative (PFI)
6. Case study (2): Private Finance Initiative (PFI)
7. PPP practice (3): Concession
8. Case study (3): Concession
9. PPP practice (4): Pay for Success (PFS)
10. Case study (4): Pay for Success (PFS)
11. PPP practice & case study (5): Market Testing, and Insourcing
12. Other forms of PPPs
13. "PPP failure" and PPP governance
14. Conclusion: Challenges and future direction of PPP

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Explorative learning will be announced in the class as needed.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/Student Presentation(20%)/Active Participation into Course Discussions(50%)

#### テキスト (Textbooks)

1. E. S. Savas. 1999. *Privatization and Public-Private Partnerships*. CQ Press (ISBN:978-1566430739)
2. Stephen P. Osborne. 2009. *The New Public Governance?: Emerging Perspectives on the Theory and Practice of Public Governance*. Routledge (ISBN:978-0415494632)

#### 参考文献 (Readings)



その他(HP 等) (Others(e.g.HP))

注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT341／Public Policy		
担当者名 (Instructor)	リム, スンフ(LIM SEUNGHOO)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The student in this class should learn to:

- Know the basic constitutional roles and responsibilities of the levels of government;
- Be able to identify the stages of the policy process, and the primary players in the official roles;
- Demonstrate working knowledge of the policy analysis process;
- Demonstrate concise and analytical writing of policy projects;
- Demonstrate the ability to critically review and summarize a policy study;
- Articulate and apply a public service perspective to public policy issues;
- Contribute to the policy process information and analysis;
- Learn and apply group facilitation skills that can be used in policy and citizen deliberations;
- Demonstrate sound public speaking skills related to the policy process;
- Critically assess and debate case studies of policies at different levels of government;
- Learn to analyze public policy conflicts, and use processes to help resolve policy disputes in a deliberative, consensual way;
- Understand the basic accountability and performance measurement processes used in government policy and management;
- Identify roles that public managers and policy analysts play and learn more about when they are most appropriate in the policy process;
- Understand policy networks, how they operate to develop and distribute policy information and ways to participate in them;
- Discuss the ethical issues involved in many dimensions of the policy process, including what information is used, what forums and citizen contact are organized, and how the analyst and manager act ethically within the broader policy arenas in which they operate.

#### 授業の内容 (Course Contents)

This course is designed to acquaint you with the theoretical and practical dimensions of developing and managing effective public policy which includes your role as a policy analyst and as a proactive participant in the broader policy process working for a program or an agency. The overall focus of the class is on understanding the policy process, how to facilitate dialogue in the policy process with citizens and elected officials, how to frame issues and conduct policy analysis, and manage the policy process from agenda setting through implementation. This is the MPA class where you learn some basics of the constitutional and policy process. You should gain an understanding and appreciation for the political and administrative environments within which public policy is developed, implemented and evaluated. You will also gain an understanding of how to assess policy environments, and policy options as well as build a case for taking policy actions. We will cover the primary models and approaches used in public policy to explain policy development and change. These models help us focus on important aspects of the policy process and understand systematically how the actors and environment work together.

Second, we will discuss the varied roles of the public manager and policy analyst. Some of these roles include facilitator, expert, policy entrepreneur working with stakeholders inside and outside the agency, policy implementer who takes policy made through statutes or court orders and effectively makes them work, and public trustee. While a public employee is obligated to play certain roles, to some degree, you will also decide what roles you think appropriate and are willing to play as an analyst, lobbyist or manager in the public policy process. Your decisions may vary depending on your view of the role of the public servant in democratic society, your personality, and your views on the flexibility or discretion inherent in following the law as written down. We will cover and try out some key skills of public managers and analysts, such as conflict resolution, policy briefing writing, speaking up in the class through short presentations and in groups, group facilitation and leading productive discussions.

Third, as a participant in the democratic policy process, you need to be a succinct, clear and persuasive writer as well as being able to speak in public forums. You will write a policy research paper using applied and commonly used writing policy formats in this class. You will work through the stages of a policy analysis report. You will work in small groups both in class and on projects. Employers consistently tell us that being good team players is perhaps the most important skill for holding a job and being promoted so we will talk about the skills and ways to manage teams.

#### 授業計画 (Course Schedule)

1. Introducing the Policy Process: Why Do We Study the Public Policy Process?

2. Theoretical Approaches to the Policy World
3. Policy Contexts: Actors, Interests, Values and Institutions
4. Review Session 1
5. Problem Definition and Agenda Setting
6. Policy Formulation and Design
7. Mid-Term Test.
8. Policy Tools/Instruments
9. Policy Decision-making in the Public Sector
10. Policy Implementation
11. Policy Evaluation
12. Review Session 2
13. Final-Term Test.
14. Research Project Presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Final Research Paper

#### 成績評価方法・基準 (Evaluation)

Class Participation/Discussion(30%)/Mid-Term Test(15%)/最終テスト(Final Test)(15%)/最終レポート(Final Report)(40%)

#### テキスト (Textbooks)

1. Thomas A. Birkland. 2019. *An Introduction to the Policy Process: Theories, Concepts, and Models of Public Policy Making*. Routledge (ISBN:978-1138495616)
2. Kevin B. Smith and Christopher W. Larimer. 2013. *The Public Policy Theory Primer*. Westview Press (ISBN:978-0813350059)

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT351 / Japanese Politics		
担当者名 (Instructor)	山田 恭平(YAMADA KYOHEI)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Japan has experienced major political, economic, and social changes in the last several decades. This course seeks to enhance students' understanding of contemporary politics in Japan. I also emphasize social scientific reasoning and comparative perspective. Thus, I expect students to be able to critically evaluate scholarly works on Japanese Politics as well as examine Japan in comparison with other countries.

#### 授業の内容 (Course Contents)

For each week, we focus on a specific topic useful for understanding politics in contemporary Japan. Based on the reading materials, lecture, and in-class discussions, we examine the topic of the week.

#### 授業計画 (Course Schedule)

1. Introduction; What is new in Japanese politics?
2. Contemporary political institutions
3. 1955 System – Liberal Democratic Party and the domestic politics of the postwar period
4. Political economy of the rapid economic growth
5. Institutional reforms in the 1990s – what features of Japanese politics, economy, and society changed from the 1990s and onward?
6. Political and economic consequences of the institutional changes
7. Quiz 1; Film
8. Election campaigning Japanese style
9. Koizumi's structural reform and Abenomics
10. Politics of aging
11. Local politics
12. Tension between local and central governments – Okinawa and Osaka
13. Quiz 2; additional topic
14. Field trip to the Diet (tentative)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Students are expected to do the reading and participate in the discussion.

#### 成績評価方法・基準 (Evaluation)

Presentation 1(25%)/Presentation 2(25%)/Quiz 1(25%)/Quiz 2(25%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

1. Curtis, Gerald L.. 1971. *Election Campaigning, Japanese Style*. Columbia University Press (ISBN:9780231035125)
  2. Ramseyer, J Mark, and Frances McCall Rosenbluth.. 1993. *Japan's Political Marketplace*. Harvard University Press (ISBN:9780674472808)
  3. Rosenbluth, Frances McCall, and Michael F. Thies.. 2010. *Japan Transformed: Political Change and Economic Restructuring*. Princeton University Press (ISBN:978-0691135922)
- Additional reading materials will be announced in the first meeting.

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT371 / Human Resource Management		
担当者名 (Instructor)	チョン J. (JUNG JIWON)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

For public managers and policymakers intending to specialize in one or more fields of human resource management, this course will serve as a foundation and help you understand the ways in which public human resource management impacts the development and delivery of government programs and services. In class, we will engage in a collective analysis to 1) understand and recognize the historical development of public human resource management and, 2) identify the unique resources and challenges that managers face in managing public personnel in the system of politics, bureaucracy, and democracy, and 3) recognize and discuss different cases of human resource management which students will bring to the table to provide opportunities to deal with a variety of issues related to managing public human resource.

The course is taught from the perspective that students will one day be a stakeholder involved in some aspects of managing organizational change in the public sector, whether as an employee, manager, or internal or external consultant for organizational clients.

#### 授業の内容 (Course Contents)

As a labor-intensive enterprise, human resources are key to effective and efficient operations of public organizations – federal and local government and other public service organizations. From a managerial perspective, we will discuss the resources, challenges, and strategies for the personnel functions of recruitment, selection, training and development, supervision, motivation and compensation, performance appraisal or classification, affirmative action, diversity, and administrative ethics under public organizational systems. Unlike a private enterprise aiming to maximize individual or organizational interest, the government is to serve public or societal values such that the practices and principles of human resource management in public organizations may exhibit different features. More specifically, we will discuss the role of politics, bureaucracy, and democracy in helping to shape public personnel, and how they utilize the constitution as a legal framework and conduit for maintaining tradition and exercising the capacity to change.

#### 授業計画 (Course Schedule)

1. Course Introduction: What is public human resource management (PHRM) and why we care?
2. Understanding the legal context of PHRM
3. Understanding the administrative context of PHRM
4. Selecting a “right” person: Recruitment and selection
5. Assessing employee performance I: Compensation
6. Assessing employee performance II: Performance evaluation
7. Training and development I
8. Training and development II
9. Midterm exam
10. Employee motivation and workplace behaviors I
11. Employee motivation and workplace behaviors II
12. Employee motivation and workplace behaviors III
13. Managing counterproductive workplace behaviors
14. Employee relations practices: Family-friendly policies

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

- Homework: biweekly reading notes
- Final report: Human resource (HR) issue analysis paper

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(35%)/Biweekly reading note(30%)/Midterm exam(35%)

#### テキスト (Textbooks)

1. Berman, Evan M., Bowman, James S., West, Jonathan P., and Van Wart, Montgomery.. 2020. *Human Resource Management in Public Service: Paradoxes, Processes, and Problems (6th edition)*. CQ Press (ISBN:9781506382333)

#### 参考文献 (Readings)

Readings other than the textbook chapters will be distributed to students via an online classroom platform as the course begins. For the list of required readings, please refer to the Blackboard (Content section).

#### その他 (HP 等) (Others (e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT381／Investment and Asset Pricing		
テーマ／サブタイトル等 (Theme / Subtitle)	This lecture introduces a variety of ideas for Investment and Asset pricing based on the Modern Finance Theory.		
担当者名 (Instructor)	鈴木 誠(SUZUKI MAKOTO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

The purpose of this course is to introduce some concepts and techniques for Investment and Asset Pricing. Students will be expected to examine real economic issues with studied tools.

#### 授業の内容 (Course Contents)

There are three modules in this course. 1: Understand the Financial market and Theory, 2: Modeling and Applying to the real economic issues, 3: Teamwork to solve the problem with your classmate. In addition, we may have a chance to visit the Tokyo Stock Exchange for sightseeing.

#### 授業計画 (Course Schedule)

1. Introduction: Explain this course and background check for the knowledge of participants.
2. Foundation of Finance: Some points on Real Market
3. Asset Classes and Financial Instruments
4. Security Markets
5. Bond Prices and Yields
6. Managing Bond Portfolios
7. Mid term Test and Risk and Return features on the securities
8. Efficient Diversification on investment
9. Capital Asset Pricing Model and the Efficient Market Hypothesis
10. Macroeconomic and Industry Analysis
11. Equity Valuation
12. Financial Statement Analysis
13. Evaluation for Investment Performance
14. Final Test and Explanation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

1. Students have to prepare the Text and materials which will be covered the class.
2. Two times case assignments will be required for students to research, discuss, and debate with the team.
3. Tests will be taken place for encouraging students and to confirm the term which was covered in the class.

#### 成績評価方法・基準 (Evaluation)

Mid term Test(30%)/Class Participation and Assignments(30%)/最終テスト(Final Test)(40%)

#### テキスト (Textbooks)

1. Zvi Bodie, Alex Kane and Alan Marcus. 2019. *Essentials of Investments (Paperback, 11th Edition)*. McGraw-Hill (ISBN:978-1-260-28839-1)

#### 参考文献 (Readings)

1. Edwin J. Elton. 2014. *Modern Portfolio Theory and Investment Analysis 9th Edition*. Wiley (ISBN:978-1118469941)
2. Hull, John. 2014. *Options, Futures, and Other Derivatives, 9th edition*. Pearson (ISBN:978-0133456318)

#### その他 (HP 等) (Others(e.g.HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT411／Development Planning		
テーマ／サブタイトル等 (Theme / Subtitle)	Quantitative method for policy analysis		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This seven-week intensive course introduces several fundamental quantitative techniques and econometric models, essential for development planning and policy analysis in developing as well as developed economies. Topics covered in this course include the development planning process in Japan, the simple aggregate growth models, the multi-sector model (national and regional input-output models), shift-share analysis, the non-parametric frontier analysis model (Data Envelopment Analysis).

#### 授業の内容 (Course Contents)

This course provides students with fundamental framework of the empirical economic analysis at the macro-level, sectoral-level, and the firm-level, associated with the process of development planning in Japan.

This course also provides students with fundamental skills of empirical analysis through the computer workshop, using the widely software applications of statistical analysis "Stata". The basic programming skills of Stata are prerequisite for this course.

#### 授業計画 (Course Schedule)

1. Course Introduction
2. Economic Development and Planning in Japan
3. Aggregate Growth Model (1): Demand-side model
4. Aggregate Growth Model (2): Supply-side model
5. IO models and analyses (1): Basic assumptions and formulation
6. IO models and analyses (2): Basic assumptions and formulation
7. IO models and analyses: Accounting for imports
8. IO models and analyses: Index of the Power (Sensitivity) of Dispersion and Sources of economic growth
9. IO Models: Stata application
10. Data Envelopment Analysis (1): Basic concept
11. Data Envelopment Analysis (2): Reference set, returns of scale, decomposition analysis
12. Data Envelopment Analysis (3): Productivity growth and Malmquist index
13. Data envelopment analysis: Advanced data analysis (Stata, user-written command)
14. Student's presentation

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

This course also provides students to the practice of data analysis with a statistical software "Stata". For students who are not familiar with the basic programming of Stata, please learn it through Video tutorials: <https://www.stata.com/links/video-tutorials/>

#### 成績評価方法・基準 (Evaluation)

Homework Assignments(40%)/Presentation(15%)/Research Paper(35%)/Class Participation (constructive)(10%)

#### テキスト (Textbooks)

1. Miller R. E., and P. Blair. 2009. *Input-Output Analysis: Foundations and Extensions*, 2nd edition. Cambridge University Press (ISBN:0521739020)
2. Zhu J., and W. Cook. 2013. *Data Envelopment Analysis: Balanced Benchmarking*. Lexington (ISBN:149297479X)
3. Coelli T.J., R. Prasada, G. E. Battese. 2005. *An introduction to efficiency and productivity analysis* 2nd edition. Kluwer Academic Publishers (ISBN:0387242651)
4. Perkins et al. 2012. *Economics of Development* 7th edition. W. W. Norton & Company (ISBN:0393114953)
5. Leontief W.. 1986. *Input-Output Economics* 2nd edition. Oxford University Press. (ISBN:0195035259)



#### 参考文献 (Readings)

#### その他 (HP 等) (Others (e.g. HP))

Since this course is a graduate level course and several parts are very technical, you need to have some understanding of basic mathematics and economics.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT421 / Agricultural Economics and Policy Analysis		
テーマ／サブタイトル等 (Theme / Subtitle)	Agriculture, poverty and economic growth		
担当者名 (Instructor)	小谷 浩示(KOTANI KOJI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)	Intensive Course Class room:【6202】 Course will be held on the following dates. 6/10(Sat)、6/12(Mon)、6/17(Sat)、6/19(Mon)、 6/26(Mon)、7/3(Mon)、7/10(Mon) *The all classes held at 1-2periods.		

#### 授業の目標 (Course Objectives)

It is to deepen students' understanding of how economics can be applied to analyze agricultural problems and of the relationship between agriculture, poverty and economic growth.

#### 授業の内容 (Course Contents)

This course explores the economic foundations for the economic growth transitioning from agrarian societies to industrial ones as well as for public policy analysis related to agricultural issues such as poverty reduction. The emphasis of this course is on agriculture, poverty and economic growth.

#### 授業計画 (Course Schedule)

1. Introduction of economics and agriculture, part 1
2. Introduction of economics and agriculture, part 2
3. Poverty and economic growth, part 1
4. Poverty and economic growth, part 2
5. Agricultural development for economic growth, part 1
6. Agricultural development for economic growth, part 2
7. Agriculture vs. industrialization: Policy debates, part 1
8. Agriculture vs. industrialization: Policy debates, part 2
9. Consumer theory in agricultural economics, part 1
10. Consumer theory in agricultural economics, part 2
11. Producer theory in agricultural economics, part 1
12. Producer theory in agricultural economics, part 2
13. Contemporary issues in agricultural economics and policy, part 1
14. Contemporary issues in agricultural economics and policy, part 2

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Problem sets and quizzes

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%)/Problem sets and quizzes(60%)

#### テキスト (Textbooks)

Some textbooks and journal articles will be introduced in each class sessions.

#### 参考文献 (Readings)

Some textbooks and journal articles will be introduced in each class sessions.

#### その他 (HP 等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT431／Environmental Economics and Policy Analysis		
担当者名 (Instructor)	小谷 浩示(KOTANI KOJI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)	Intensive Course Class room 【6403】 Course schedule *Course will be held on the following dates. 9 /20(Wed) 2 period、9 /23(Sat) 2-3 periods、10/14(Sat) 2-3 periods、10/25(Wed) 2-3 periods、10/28(Sat) 2-3 periods、11/ 4(Sat) 2-3 periods、11/ 8(Wed) 2-3 periods、11/11(Sat) 2 period		

#### 授業の目標 (Course Objectives)

This course equips students with basic knowledge and analytical skills of environmental economics and policy.

#### 授業の内容 (Course Contents)

This course explores the economic foundations for management and public policies of environmental problems such as natural resource depletion and pollution control. The emphasis of this course is on basic concepts and introduction of analytical tools for policy decision-making as well as generating research in environmental and natural resource economics. In particular, the course aims to deepen students' understanding of (i) why resource and environmental problems have occurred from the economic point of view, and (ii) what kind of policy tools, which are provided by economics and management science, can usefully be implemented to solve these problems.

#### 授業計画 (Course Schedule)

1. Introduction to environmental economics (Readings: Chapter 1 in Kolstad (2010) and Chapter 1 in Conrad (2010))
2. Introduction to environmental economics (Readings: Chapter 1 in Kolstad (2010) and Chapter 1 in Conrad (2010))
3. Renewable resource depletion (Readings: Chapter 3 in Conrad (2010) and Chapter 9 in Hanley et al. (2007))
4. Renewable resource depletion (Readings: Chapter 3 in Conrad (2010) and Chapter 9 in Hanley et al. (2007))
5. Non-renewable resource depletion (Readings: Chapter 5 in Conrad (2010) and Chapter 9 in Hanley et al. (2007))
6. Non-renewable resource depletion (Readings: Chapter 5 in Conrad (2010) and Chapter 9 in Hanley et al. (2007))
7. The concept of social efficiency in environmental economics (Readings: Chapter 4 in Kolstad (2010) and Chapter 8 in Field and Field (2006))
8. The concept of social efficiency in environmental economics (Readings: Chapter 4 in Kolstad (2010) and Chapter 8 in Field and Field (2006))
9. Public & environmental goods, negative externality and market failure (Readings: The sections of public goods, negative externality and market failure" in Varian (2007), and Chapter 5 in Kolstad (2010))
10. Public & environmental goods, negative externality and market failure (Readings: The sections of public goods, negative externality and market failure" in Varian (2007), and Chapter 5 in Kolstad (2010))
11. Property rights and environmental standards for pollution control (Readings: Chapter 6 in Kolstad (2010) and Chapter 11 in Field and Field (2006))
12. Property rights and environmental standards for pollution control (Readings: Chapter 6 in Kolstad (2010) and Chapter 11 in Field and Field (2006))
13. Environmental policy of economic incentives I: Tax & subsidy for pollution control (Readings: Chapter 8 in Kolstad (2010) and Chapter 12 in Field and Field (2006))
14. Environmental policy of economic incentives II: Marketable permits for pollution control (Readings: Chapter 9 in Kolstad (2010), Chapter 13 in Field and Field (2006), Cason and Gangadharan (2006) and Cason and Plott (1996).)

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Students are expected to go through readings and quizzes assigned in each class.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%) / 最終レポート(Final Report)(10%) / In-class quizzes 13 times(50%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

その他(HP等)(Others(e.g.HP))

The number of face-to-face classes is less than 7 times out of 14 times.

注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	KT441／International Finance		
担当者名 (Instructor)	柿中 真(KAKINAKA MAKOTO)		
学期 (Semester)	春学期1(Spring Semester 1)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course is an introduction to open macroeconomics (or international finance); international capital flows, international monetary system, and their implications for economic policies for individual nations and the world as a whole.

#### 授業の内容 (Course Contents)

This course covers both a theory part and a policy part. We study international macroeconomic theory by building up an integrated model of exchange rate and output determination. In the second part of the course we will apply our analytical tools to a range of current and historical issues. These include the evolution of the international monetary system, macroeconomic policy coordination, optimum currency areas, global capital markets, and currency crises.

#### 授業計画 (Course Schedule)

1. Introduction
2. Foreign exchange market I
3. Foreign exchange market II
4. Price levels and exchange rates
5. Goods market and exchange rates
6. Fixed exchange rate regime and market intervention
7. Midterm test
8. Financial crisis I
9. Financial crisis II
10. International monetary systems
11. Macroeconomic policy coordination
12. Optimum currency areas
13. International capital flows
14. Final test

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Problem sets

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(30%)／最終レポート(Final Report)(30%)／Problem sets(40%)

#### テキスト (Textbooks)

Some textbooks and articles are introduced in class.

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT451 / Urban and Regional Economics		
テーマ／サブタイトル等 (Theme / Subtitle)	To provide the full scope of the fundamental topics within urban and regional economics.		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

Regional science consisting of Urban Economics and Regional Economics, emphasizes more the spatial dimensions in analysis than other branches of economics. The former deals with the economic aspects of urban issues such as the location behavior of firms and individuals, agglomeration effects, spatial structures, land use, public policy, and government finance. The latter deals with regional problems such as regional economic growth, regional industrial linkage, interregional inequalities of income and factor endowment, and interregional trade and migration. This seven-week intensive course introduces the latter branch's topics such as regional income growth and its distribution to present a picture of how theory relates to the problems and solutions in regional development.

#### 授業の内容 (Course Contents)

• In this course, students can develop knowledge to use analytical models to formulate research questions and to apply theoretical concepts to undertake relevant empirical work. This course focuses on the determinants in regional incomes and their spatial distributions. This course also enhances the students' analytical skills in writing term papers and master dissertations, by developing the students' quantitative analytical skills through the computer workshop.

#### 授業計画 (Course Schedule)

1. Principles and concepts of urban and regional economics
2. Regional income determination: Neoclassical perspectives (1)
3. Regional income determination: Neoclassical perspectives (2)
4. Regional income determination: Keynesian approach
5. Regional income determination: Input-Output approach (1)
6. Regional income determination: Input-Output approach (2)
7. Interregional income inequality
8. Interregional income inequality decomposition
9. Interregional inequality in factor endowment
10. Convergence: Traditional framework
11. Convergence: Multiple equilibria
12. Spatial data analysis: What is Spatial Data?
13. Spatial data analysis: Spatial autocorrelation
14. Presentations of research assignment and wrap-up session

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

It is important to complete the assigned readings prior to each class session.

Weekly homework sets are assigned.

The basic Stata coding skills are required.

The course of Statistics for Economics and Management (KT221) is prerequisite.

#### 成績評価方法・基準 (Evaluation)

Class participation(10%)/Homework assignment(40%)/Term paper(30%)/Research presentation(20%)

#### テキスト (Textbooks)

1. Takahiro Akita and Mitsuhiro Kataoka. 2022. *Regional Inequality and Development: Measurement and Applications in Indonesia*. Springer (ISBN:981192967X)
2. Carlos Mendez. 2020. *Convergence Clubs in Labor Productivity and its Proximate Sources: Evidence from Developed and Developing Countries*. Springer (ISBN:9811586284)
3. Martin Armstrong and Jim Taylor. 2000. *Regional Economics and Policy*. Wiley-Blackwell, (ISBN:0631217134)
4. Yoshiki Yamagata, Hajime Seya. 2020. *Spatial Analysis Using Big Data*. Elsevier (ISBN: 978-0-12-813127-5)

#### 参考文献 (Readings)

1. Jan K. Brueckner. 2012.. *Lectures on Urban Economics*. MIT press (ISBN:8120347528)
2. Mary E. Edwards. 2007. *Regional and Urban Economics and Economic Development: Theory and Methods*. Auerbach Publications (ISBN:084938317X)

#### その他(HP 等) (Others(e.g.HP))

Note that this course is a graduate level course and some parts are very technical. The students need to have some understanding of basic mathematics and statistics.

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT461 / Japanese Economy		
テーマ／サブタイトル等 (Theme / Subtitle)	To present a picture of how theory relates to the problems, reviewing its development process and fundamental policy issues in the Japanese economy.		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

After the mid-nineteenth century, Japan successfully modernized the institutional political and economic systems from the feudal order as the first country outside Europe and North America. By the 1960s, the nation experienced the rapid economic growth and became the world's second largest economy (after the United States) despite the economic crisis after the defeat of the World War II. This miraculous growth is regarded as a good guide for other developing countries.

This course presents a picture of how theory in economics relates to the problems, reviewing its development process, fundamental policy issues, and contemporary business environment in Japan. The ultimate goal of this course is to expand the student's analytical frameworks for the master's thesis.

#### 授業の内容 (Course Contents)

This course consists of the following two parts: (1) lectures on development process after the end of the feudal Japan and (2) lectures on several important domestic policy issues and contemporary business environment in Japan.

#### 授業計画 (Course Schedule)

1. The gateway to the Japanese Economy
2. Economic and industrial development (1): Traditional society (The rise of the Samurai and Edo Tokugawa period)
3. Economic and industrial development (2): Pre-condition to take-off (Transition from Feudalism to Western Capitalism)
4. Economic and industrial development (3): Take-off (Meiji restoration and government-led industrialization)
5. Economic and industrial development (4): Driving to maturity (From the late Meiji to the wartime economy)
6. Economic and industrial development (5): American occupation, reform and reconstruction (Rinsing from the ashes)
7. Economic and industrial development (6): High mass consumption (Postwar rapid economic growth)
8. Aging society: Economic consequences of depopulation
9. The role of the government in economic development
10. Mid-term test
11. Industrial organization: "Keiretsu"
12. Industrial relations: "Life-time employment system"
13. Field Trip or Lecture by Guest Speaker
14. Student presentation and wrap-up session

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Students must read the designated textbook chapters and other reading materials prior to each class session.

#### 成績評価方法・基準 (Evaluation)

Class participation and discussion(20%)/Mid-term test(40%)/Final research presentation(40%)

#### テキスト (Textbooks)

1. Allen C. G.. 2010. *Short Economic History of Modern Japan*. Routledge (ISBN:0415607035)
  2. Flath D. 2014. *The Japanese Economy* Third Edition. Oxford University press (ISBN:019870240X)
  3. Ito T.. 2020. *The Japanese Economy, second edition*. The MIT Press (ISBN:0262538245)
  4. Mosk C.. 2007. *Japanese Economic Development: Markets, Norms, Structures*. Routledge (ISBN:0415771587)
- Other reading materials are provided during the class session.

#### 参考文献 (Readings)

1. Francks P.. 2015. *Japanese economic development: theory and practice* Third edition. Nissan Institute/Routledge Japanese studies series. (ISBN:0415739349)
2. Nakamura T.. 1995. *The Postwar Japanese Economy* Second edition. University of Tokyo Press (ISBN:0860085147)
3. Yoshihara K.. 1979. *Japanese Economic Development: A Short Introduction*. Oxford University Press (ISBN:0195839595)



その他(HP 等) (Others(e.g.HP))

The students without training of intermediate level of economics are required to read the corresponding textbook chapters and other assigned readings critically.

注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	KT471／Development Economics		
テーマ／サブタイトル等 (Theme / Subtitle)	To develop the students' analytical skills necessary for the master desertsions, studying the fundamental theories of development economics.		
担当者名 (Instructor)	片岡 光彦(KATAOKA MITSUHIKO)		
学期 (Semester)	春学期(Spring Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course equips students with the various fundamental theories of development economics that presents a picture of how theory relates to the actual problems in the developing nations. The ultimate goal of this course is to expand the students' analytical frameworks for the master desertsions.

#### 授業の内容 (Course Contents)

Development economics is a branch of economics that deals with the economic aspects of the development process in low-income countries and covers various policy issues such as economic growth, poverty, inequality, education, fertility, urbanization, rural stagnation, rural-urban migration, environmental decay, trade, investment, government role in the market economy, development aid, and so on. The social and political factors of development economics frequently play more significant roles in its analysis than those of other branches of economics. Due to the time constraints, this course focuses on several important empirical research and policy debates about the income growth and the distributions.

This course also provides students with fundamental skills of empirical analysis through the computer workshop, using the widely software applications of statistical analysis Stata. The basic programming skills of Stata are prerequisite for this course.

#### 授業計画 (Course Schedule)

1. What is development economics good for?
2. Classic theory of economic development and historical perspective
3. Solow neoclassical growth model
4. Endogenous growth model
5. Population growth
6. Inequality and development (1): Basic concepts
7. Inequality and development (2): Measurement and applications
8. Poverty and development (1): Basic concepts
9. Poverty and development (2): Measurement and applications
10. Decomposition in inequality and poverty
11. Causal inference analysis (1): Potential outcomes casual model
12. Causal inference analysis (2): Observational studies
13. Causal inference analysis (3): Matching
14. Presentations of research assignment and wrap-up session

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

1. This course is designed for graduate students and several subjects are technical and requires the basic mathematical skill.
2. \*This course also provides students to the practice of data analysis with a statistical software "Stata". For students who are not familiar with the basic programming of Stata, please learn it through Video tutorials: <https://www.stata.com/links/video-tutorials/>

#### 成績評価方法・基準 (Evaluation)

Class participation and discussion(10%)/Homework assignment(40%)/Final research presentation(15%)/Term paper(35%)

#### テキスト (Textbooks)

1. Todaro M. P. and Stephen S.. 2014. *Economic Development* 12th edition. Pearson (ISBN:1292002972)
2. Mehmetoglu M., and Jakobsen G.T.. 2022. *Applied Statistics Using Stata: A Guide for the Social Sciences* Seventh edition. SAGE Publications (ISBN:9781529742565)
3. Cunningham S. 2021. *Causal Inference: The Mixtape.* . Yale University Press (ISBN: 0300251688)
4. Haughton J. and Khandker S. R., 2009. *Handbook on poverty + inequality* . The World bank (B0031B0A3M)
5. Janvry A.D. and Elisabeth S.. 2021. *Development economics : theory and practice* . Routledge (ISBN:9780367456474)

#### 参考文献 (Readings)

1. Ray D.. 1988. *Development Economics* First edition. Princeton University Press (ISBN:0691017069)
2. Basu K.. 2003. *Analytical Development Economics*. MIT Press (ISBN:0262523442)
3. Schaffner J.. 2013. *Development Economics: Theory, Empirical Research, and Policy Analysis*. Wiley (ISBN:0470599391)

#### その他(HP 等) (Others(e.g.HP))

Since this course is a graduate level course and some parts are very technical, you need to have some understanding of basic mathematics and economics.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT481 / Asian Economic Development		
テーマ／サブタイトル等 (Theme / Subtitle)	Rethinking colonial modernity		
担当者名 (Instructor)	安部 竜一郎(ABE RYUICHIRO)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

While exploring patterns of capital accumulations of ancient Chinese dynasties and Japan's federal kingdoms, we focus on colonial expansion of nation states by European nations and Japan and its construction of "colonial modernity" in Asia, since 19th until 20th century.

#### 授業の内容 (Course Contents)

In the first half lectures, we examine how ancient Chinese dynasties and Japan's federal kingdoms could accumulate their capital by stabilizing political and economic interactions with internal and external rivals. In the later half, Japan's colonial expansion during 19th and 20th centuries will be focused, overviewing its confiscation of Hokkaido, Ryukyu and Taiwan. Each student is requested to choose one of texts on "colonial modernity" studies, and make a presentation to elaborate it.

#### 授業計画 (Course Schedule)

1. Orientation: Theme, objective, schedule and evaluation.
2. Colonialism and ancient Chinese dynasties.
3. Core-periphery structure in Chinese dynasties.
4. Political and economic interactions between internal rivals in dynasties and external enemy kingdoms.
5. Installation of Yamato Dynasty in Japan.
6. Territorial expansion of the Great Qing, and isolationist policies in Asia.
7. Shogun era, Japan as a federal kingdom.
8. Political and economic structure of Tokugawa Shogunate and its end.
9. Nation states as "Imagined Communities".
10. Marginalization of Ainu and Okinawa in the process of Japan's modernization.
11. Colonization of Ryukyu, the construction of "modernity".
12. Taiwan, colonization of "Beautiful Islands".
13. Rethinking colonial modernity(1): How we failed to develop our own modernization?
14. Rethinking colonial modernity(2): Class struggle or social milieu?

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Each student is required to choose one of texts on "colonial modernity" studies, and make a presentation to elaborate it.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Participation(30%)/Oral Assessment(Presentation)(30%)

#### テキスト (Textbooks)

1. Tani Barlow(ed.). 1997. *Formations of Colonial Modernity in East Asia*. Duke University Press (ISBN:978-0-8223-9911-7)
2. Gi-Wook Shin Michael Robinson(ed.). 1999. *Colonial Modernity in Korea*. Harvard University Asia Center (ISBN:0-674- 00594-5)
3. Michael J. Seth. 2016. *Handbook of Modern Korean History*. Routledge (ISBN:9781315816722)

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	KT501／Cross Section and Panel Data Analysis		
担当者名 (Instructor)	ウォン, C. (WONG CHUN YEE)		
学期 (Semester)	秋学期(Fall Semester)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)	Students are expected to have knowledge of Applied Econometrics(as KT231).		

#### 授業の目標 (Course Objectives)

Upon successful completion of the course, students should be able to:

- \* demonstrate an understanding of the key concepts of microeconometrics that can be applied to analyze cross-sectional and panel data,
- \* use computational skills to perform data analyses, and
- \* critically evaluate and discuss empirical research.

#### 授業の内容 (Course Contents)

This course is to provide students with econometric theory and computational skills which are essential for data analysis. The emphasis will be placed on the application of the theory from a practical point. The course mainly builds upon the microeconomic methods including the linear and non-linear regressions, panel data analysis and the limited dependent variable models, and students will learn how to use Stata to conduct model estimations.

#### 授業計画 (Course Schedule)

1. Multiple linear regression (MLR) model revisited
2. Instrumental variables estimation (I)
3. Instrumental variables estimation (II)
4. Difference-in-differences analysis (I)
5. Difference-in-differences analysis (II)
6. Panel data analysis: first-differenced estimation
7. Panel data analysis: fixed effects estimation
8. Panel data analysis: random effect estimation
9. Binary response: linear probability model
10. Binary response: latent variable framework
11. Binary response: Logit and Probit models (I)
12. Binary response: Logit and Probit models (II)
13. Corner solution response: Tobit model (I)
14. Corner solution response: Tobit model (II)

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

Explorative learning will be announced on "Blackboard" after the course registration.

#### 成績評価方法・基準 (Evaluation)

最終テスト(Final Test)(40%) / 最終レポート(Final Report)(30%) / Assignments(30%)

#### テキスト (Textbooks)

1. Jeffrey M. Wooldridge. 2019. *Introductory Econometrics: A Modern Approach, 7ed.* CENGAGE Learning (ISBN:978-1337558860)

#### 参考文献 (Readings)

1. A. Colin Cameron and Pravin K. Trivedi. 2022. *Microeconometrics Using Stata, Second Edition Volume I: Cross-Sectional and Panel Regression Methods.* Stata Press (ISBN:978-1-59718-361-1)
2. A. Colin Cameron and Pravin K. Trivedi. 2022. *Microeconometrics Using Stata, Second Edition Volume II: Nonlinear Models and Causal Inference Methods.* Stata Press (ISBN:978-1-59718-362-8)
3. Jeffrey M. Wooldridge. 2001. *Econometric Analysis of Cross Section and Panel Data, Second Edition.* the MIT Press (ISBN:9780262232197)

#### その他 (HP 等) (Others(e.g.HP))

Students are expected to have knowledge of Applied Econometrics (as KT231).

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	KT511 / Special Topics in MPMA		
テーマ／サブタイトル等 (Theme / Subtitle)	International Trade: Theories and Policies		
担当者名 (Instructor)	アブドゥル(ABDUL WAHEED)		
学期 (Semester)	春学期2(Spring Semester 2)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course provides analytical training in the decisive use of theories of international trade and a chance to develop a critical understanding of the policy debate on international trade and other related issues of economics.

#### 授業の内容 (Course Contents)

The course covers the theories and development in international trade. It will identify and analyze the different theoretical models of international trade. The students will also learn the impact of international trade on economic growth and the policy effects of tariff and non-tariff trade barriers. The causes and effects of international resource movements and economic integration will be discussed in detail. The trade agreements under WTO will also be reviewed.

#### 授業計画 (Course Schedule)

1. Introduction: Trade in the Global Economy
2. The early theories of International Trade
3. The Standard Trade Model
4. Factor Endowments and the Heckscher-Ohlin Model
5. Economics of Scale, Imperfect Competition, and International Trade
6. Mid Term Test
7. Trade Restrictions: Tariff
8. Non-Tariff Trade Barriers
9. The WTO and International Trade Agreements
10. Economic Integration
11. Growth and Development with International Trade
12. International Resource Movements
13. Group discussion on current trade issues
14. Final Exam (or presentations of a term paper)

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Intermediate Economics course at the undergraduate level.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(40%)/Class participation(10%)/Homework assignment(20%)/Mid Term Test(30%)

#### テキスト (Textbooks)

1. Salvatore, D.. 2012. *Introduction to International Economics. 3rd Edition*. John Wiley & Sons (ISBN:978-1-118-09232-3)

#### 参考文献 (Readings)

1. Feenstra, R.C. and Taylor A. M., 2017. *International Economics. Fourth Edition*. Worth Publisher (ISBN:978-1-319-06171-5)

#### その他 (HP 等) (Others(e.g.HP))

This course is delivered only in the spring semester of 2023. The instructor strongly recommends taking this course, especially for students who are focusing on the topics of international trade and regional/global trade agreements in his/her master thesis.

#### 注意事項 (Notice)

科目コード／科目名	その他 / Advanced Seminar1
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(Course Code / Course Title)			
担当者名 (Instructor)	柿中 真(KAKINAKA MAKOTO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他 (HP 等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／Advanced Seminar2		
担当者名 (Instructor)	柿中 真(KAKINAKA MAKOTO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Advanced Seminar3		
担当者名 (Instructor)	小谷 浩示(KOTANI KOJI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Advanced Seminar4		
担当者名 (Instructor)	小谷 浩示(KOTANI KOJI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Advanced Seminar5		
担当者名 (Instructor)	山田 恭平(YAMADA KYOHEI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Advanced Seminar6		
担当者名 (Instructor)	山田 恭平(YAMADA KYOHEI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Advanced Seminar7		
担当者名 (Instructor)	リム, スンフ(LIM SEUNGHOO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／Advanced Seminar8		
担当者名 (Instructor)	リム, スンフ(LIM SEUNGHOO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MIB6211	言語 (Language)	英語 (English)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

This course will provide general guidance in preparing a thesis.

#### 授業の内容 (Course Contents)

Students will learn the followings: (1) how to prepare a thesis proposal (research objectives, questions and hypotheses, research approaches, data collection methods; types of data analyses); (2) how to conduct a literature survey; (3) how to collect data and information for the research.

#### 授業計画 (Course Schedule)

1. Introduction
2. How to prepare a thesis proposal 1: research background and objectives
3. How to prepare a thesis proposal 2: research questions and hypotheses
4. How to prepare a thesis proposal 3: research approaches (exploratory, descriptive, and causal research)
5. Presenting a thesis proposal
6. How to make a research plan 1
7. How to make a research plan 2
8. How to conduct a literature survey 1: journal articles, books and reports
9. How to conduct a literature survey 2: online search engines
10. How to collect data and information 1: secondary and primary data
11. How to collect data and information 2: survey research and experimental research
12. How to conduct data analysis 1: descriptive analyses
13. How to conduct data analysis 2: software programs and empirical analyses
14. Presenting a research plan

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

Preparing a thesis proposal, conducting a literature survey, preparing a research plan

#### 成績評価方法・基準 (Evaluation)

Presentation of a thesis proposal(40%)/Presentation of a research plan(40%)/Class participation(20%)

#### テキスト (Textbooks)

Required texts will be announced in the class.

#### 参考文献 (Readings)

Recommended texts will be announced in the class.

#### その他(HP等) (Others(e.g. HP))

The number of face-to-face classes is less than 7 times out of 14 times.

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	工業経営論		
担当者名 (Instructor)	秋野 晶二(AKINO SHOJI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	マーケティング論		
担当者名 (Instructor)	有馬 賢治(ARIMA KENJI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	組織行動論(組織心理学)、リーダーシップ論、人材マネジメント		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	国際経営論, 国際経営戦略論		
担当者名 (Instructor)	尾崎 俊哉(OZAKI TOSHIYA)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	経営情報論、IT マネジメント、デジタル・トランスフォーメーション、マーケティング・リサーチ		
担当者名 (Instructor)	佐々木 宏(SASAKI HIROSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others (e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	企業の社会的責任(CSR)研究		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	流通システム論		
担当者名 (Instructor)	高岡 美佳(TAKAOKA MIKA)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	多変量解析, 統計計算		
担当者名 (Instructor)	山口 和範(YAMAGUCHI KAZUNORI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス, スポーツ経済学		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	スポーツマーケティング		
担当者名 (Instructor)	辻 洋右(TSUJI YOSUKE)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	メディア研究, ネットワーク論		
担当者名 (Instructor)	シュールズ, D(SCHULES,DOUGLAS)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	財務会計論, 国際会計論, 学際的会計研究		
担当者名 (Instructor)	岡本 紀明(OKAMOTO NORIAKI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	応用言語学, 教育心理学		
担当者名 (Instructor)	トンプソン, G(THOMPSON GENE ROBERT)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人材開発論, 組織開発論		
担当者名 (Instructor)	中原 淳(NAKAHARA JUN)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	知識創造理論(イノベーション、経営・組織戦略、リーダーシップ)		
担当者名 (Instructor)	西原 文乃(NISHIHARA AYANO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	リーダーシップ教育論, 人材開発論		
担当者名 (Instructor)	舘野 泰一(TATENO YOSHIKAZU)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス		
担当者名 (Instructor)	千野 厚(CHINO ATSUSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人的資源管理論(人材マネジメント論)		
担当者名 (Instructor)	田中 聡(TANAKA SATOSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	工業経営論		
担当者名 (Instructor)	秋野 晶二(AKINO SHOJI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	マーケティング論		
担当者名 (Instructor)	有馬 賢治(ARIMA KENJI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	組織行動論(組織心理学)、リーダーシップ論、人材マネジメント		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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定められた授業時間以外での、学会や研究会での活動も重要である。

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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	国際経営論, 国際経営戦略論		
担当者名 (Instructor)	尾崎 俊哉(OZAKI TOSHIYA)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others (e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	経営情報論		
担当者名 (Instructor)	佐々木 宏(SASAKI HIROSHI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	企業の社会的責任(CSR)研究		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	流通システム論		
担当者名 (Instructor)	高岡 美佳(TAKAOKA MIKA)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	多変量解析, 統計計算		
担当者名 (Instructor)	山口 和範(YAMAGUCHI KAZUNORI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス, スポーツ経済学		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	スポーツマーケティング		
担当者名 (Instructor)	辻 洋右(TSUJI YOSUKE)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	メディア研究, ネットワーク論		
担当者名 (Instructor)	シュールズ, D(SCHULES,DOUGLAS)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	財務会計論, 国際会計論, 学際的会計研究		
担当者名 (Instructor)	岡本 紀明(OKAMOTO NORIAKI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

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研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others (e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	応用言語学, 教育心理学		
担当者名 (Instructor)	トンプソン, G(THOMPSON GENE ROBERT)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人材開発論, 組織開発論		
担当者名 (Instructor)	中原 淳(NAKAHARA JUN)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外 (予習・復習等) の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題 (5% × 14 回) (70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	知識創造理論(イノベーション、経営・組織戦略、リーダーシップ)		
担当者名 (Instructor)	西原 文乃(NISHIHARA AYANO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	リーダーシップ教育論, 人材開発論		
担当者名 (Instructor)	舘野 泰一(TATENO YOSHIKAZU)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス		
担当者名 (Instructor)	千野 厚(CHINO ATSUSHI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導 (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人的資源管理論(人材マネジメント論)		
担当者名 (Instructor)	田中 聡(TANAKA SATOSHI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	工業経営論		
担当者名 (Instructor)	秋野 晶二(AKINO SHOJI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	マーケティング論		
担当者名 (Instructor)	有馬 賢治(ARIMA KENJI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	組織行動論(組織心理学)、リーダーシップ論、人材マネジメント		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	国際経営論, 国際経営戦略論		
担当者名 (Instructor)	尾崎 俊哉(OZAKI TOSHIYA)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	経営情報論		
担当者名 (Instructor)	佐々木 宏(SASAKI HIROSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	企業の社会的責任(CSR)研究		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	流通システム論		
担当者名 (Instructor)	高岡 美佳(TAKAOKA MIKA)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	多変量解析, 統計計算		
担当者名 (Instructor)	山口 和範(YAMAGUCHI KAZUNORI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス, スポーツ経済学		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	スポーツマーケティング		
担当者名 (Instructor)	辻 洋右(TSUJI YOSUKE)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	メディア研究, ネットワーク論		
担当者名 (Instructor)	シュールズ, D(SCHULES,DOUGLAS)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	財務会計論, 国際会計論, 学際的会計研究		
担当者名 (Instructor)	岡本 紀明(OKAMOTO NORIAKI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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定められた授業時間以外での、学会や研究会での活動も重要である。

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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	応用言語学, 教育心理学		
担当者名 (Instructor)	トンプソン, G(THOMPSON GENE ROBERT)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人材開発論, 組織開発論		
担当者名 (Instructor)	中原 淳(NAKAHARA JUN)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	知識創造理論, 経営戦略論, 組織行動論, リーダーシップ論, イノベーション論		
担当者名 (Instructor)	西原 文乃(NISHIHARA AYANO)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	リーダーシップ教育論, 人材開発論		
担当者名 (Instructor)	舘野 泰一(TATENO YOSHIKAZU)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス		
担当者名 (Instructor)	千野 厚(CHINO ATSUSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人的資源管理論(人材マネジメント論)		
担当者名 (Instructor)	田中 聡(TANAKA SATOSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	工業経営論		
担当者名 (Instructor)	秋野 晶二(AKINO SHOJI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	マーケティング論		
担当者名 (Instructor)	有馬 賢治(ARIMA KENJI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	組織行動論(組織心理学)、リーダーシップ論、人材マネジメント		
担当者名 (Instructor)	石川 淳(ISHIKAWA JUN)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	国際経営論, 国際経営戦略論		
担当者名 (Instructor)	尾崎 俊哉(OZAKI TOSHIYA)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	経営情報論		
担当者名 (Instructor)	佐々木 宏(SASAKI HIROSHI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	企業の社会的責任(CSR)研究		
担当者名 (Instructor)	デイヴィス, S(DAVIS,SCOTT T.)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	流通システム論		
担当者名 (Instructor)	高岡 美佳(TAKAOKA MIKA)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	多変量解析, 統計計算		
担当者名 (Instructor)	山口 和範(YAMAGUCHI KAZUNORI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス, スポーツ経済学		
担当者名 (Instructor)	竹澤 伸哉(TAKEZAWA NOBUYA)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	スポーツマーケティング		
担当者名 (Instructor)	辻 洋右(TSUJI YOSUKE)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
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#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	メディア研究, ネットワーク論		
担当者名 (Instructor)	シュールズ, D(SCHULES,DOUGLAS)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

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研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
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まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

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#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
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#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g.HP))

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	財務会計論, 国際会計論, 学際的会計研究		
担当者名 (Instructor)	岡本 紀明(OKAMOTO NORIAKI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。

Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。

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#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。

It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	応用言語学, 教育心理学		
担当者名 (Instructor)	トンプソン, G(THOMPSON GENE ROBERT)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人材開発論, 組織開発論		
担当者名 (Instructor)	中原 淳(NAKAHARA JUN)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト (Textbooks)

なし

#### 参考文献 (Readings)

#### その他 (HP 等) (Others(e.g.HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	知識創造理論, 経営戦略論, 組織行動論, リーダーシップ論, イノベーション論		
担当者名 (Instructor)	西原 文乃(NISHIHARA AYANO)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	リーダーシップ教育論, 人材開発論		
担当者名 (Instructor)	舘野 泰一(TATENO YOSHIKAZU)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

#### 注意事項 (Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	ファイナンス		
担当者名 (Instructor)	千野 厚(CHINO ATSUSHI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容 (Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画 (Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。  
The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 指導時の課題(5% × 14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g. HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	その他／研究指導(副) (Seminar)		
テーマ／サブタイトル等 (Theme / Subtitle)	人的資源管理論(人材マネジメント論)		
担当者名 (Instructor)	田中 聡(TANAKA SATOSHI)		
学期 (Semester)	秋学期他(Fall Others)	単位 (Credit)	
科目ナンバリング (Course Number)	MBU7613	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

論文を作成するための研究指導を行う。  
Research guidance to prepare a thesis.

#### 授業の内容(Course Contents)

研究テーマを定め、先行研究のレビューを行い、研究を遂行する。  
Determine a research topic, review previous research, and conduct the research.

#### 授業計画(Course Schedule)

まず希望するテーマに沿い、先行研究のレビューを行う。そのうえで、各自が研究を進める内容を定め、論文につながる研究を遂行する。なお、関連する学会での論文発表を行うことを目標とする。

The first step is to review previous research on the topic of your choice. Then, each student will determine the content of his or her research and conduct research that will lead to a paper. The goal is to present a paper at a related conference.

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

定められた授業時間以外での、学会や研究会での活動も重要である。  
It is also important to be active in conferences and research groups outside of the scheduled class time.

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／指導時の課題(5%×14回)(70%)

#### テキスト(Textbooks)

なし

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／リサーチ・メソドロジーA (Research Methodology A)		
テーマ／サブタイトル等 (Theme / Subtitle)	社会科学における統計的分析手法の活用		
担当者名 (Instructor)	山口 和範(YAMAGUCHI KAZUNORI) 田中 聡(TANAKA SATOSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU7003	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

社会科学分野のアカデミック論文の執筆における統計的分析手法の活用法を身につけることを目的とする。単に統計的な手法を学ぶのではなく、論文執筆のためにどう活用できるのか、研究計画を立てる段階から、完成までのプロセス全般で、考慮すべきことを身につける。

#### 授業の内容 (Course Contents)

本講義では、統計的な基礎的な概念から、統計的推測および多変量解析の各手法を学ぶ。講義に加え、受講者の研究分野に関連する統計分析の実習も行う。実習においては、SPSS や R といった統計ソフトウェアを使用する。最終レポートでは、実証研究の小論文を作成する。

#### 授業計画 (Course Schedule)

1. 学術研究における統計の役割
2. SPSS と R
3. 記述統計1
4. 記述統計2
5. 統計的推定1
6. 統計的推定2
7. 統計的検定1
8. 統計的検定2
9. 因果へのアプローチ1
10. 因果へのアプローチ2
11. 因子分析と SEM1
12. 因子分析と SEM2
13. まとめ1
14. まとめ2

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

実習に多くの時間が必要となるので、講義時間以外での時間確保が必要となる。

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%)/講義内課題[複数回](70%)

#### テキスト (Textbooks)

教科書は指定しない

#### 参考文献 (Readings)

随時紹介する。

#### その他 (HP 等) (Others(e.g. HP))

講義はすべての回をオンラインで実施します。また、講義の際に分析実習を行うため、パソコンを用意して参加してください。

#### 注意事項 (Notice)



科目コード／科目名 (Course Code / Course Title)	自動登録／リサーチ・メソドロジーB (Research Methodology B)		
テーマ／サブタイトル等 (Theme / Subtitle)	科目デザイン		
担当者名 (Instructor)	鈴木 克明(SUZUKI KATSUAKI) 田中 聡(TANAKA SATOSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU7003	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標(Course Objectives)

リサーチメソドロジーBとCは、大学院後期課程の学生を対象とし、大学等で教育を行うための基礎を学ぶプレFDとして位置付けられる科目である。これらの科目では、教育改善スキル修得オンラインプログラムの活用を通じて教育設計学の基礎を学び、大学で教育を行う基礎を身につけ、担当予定科目のシラバス作成とICT利用計画などの作成を通して次世代の大学教員として主体的な学生の学びを支援するための諸技法を修得する。

#### 授業の内容(Course Contents)

大学教育における様々な事例をもとに、授業方法の改善や適切な評価方法を学ぶ。

#### 授業計画(Course Schedule)

1. オリエンテーション
2. 大学教育に関する5つの物語(1)
3. 大学教育に関する5つの物語(2)
4. 認知的発達を促す授業方法(1)
5. 認知的発達を促す授業方法(2)
6. 認知的発達を促す授業方法(3)
7. 評価と単位認定の見直し(1)
8. 評価と単位認定の見直し(2)
9. 評価と単位認定の見直し(3)
10. 学習目標の高度化(1)
11. 学習目標の高度化(2)
12. 学習目標の高度化(3)
13. 最終課題の発表と相互評価
14. まとめ

#### 授業時間外(予習・復習等)の学習(Study Required Outside of Class)

この科目はオンデマンド科目として展開されるが、この科目用に設置される掲示板への積極的な書き込みが求められる。

#### 成績評価方法・基準(Evaluation)

最終レポート(Final Report)(30%)／講義内課題(10×7回)(70%)

#### テキスト(Textbooks)

1. 鈴木 克明・美馬 のゆり(編著)、2018、『学習設計マニュアル:「おとな」になるためのインストラクショナルデザイン』、北大路書房 (ISBN:4762830135)

#### 参考文献(Readings)

#### その他(HP等)(Others(e.g.HP))

オンデマンド教材の配信は、週の初めに行われる。

#### 注意事項(Notice)

科目コード／科目名 (Course Code / Course Title)	自動登録／リサーチ・メソドロジーC (Research Methodology C)		
テーマ／サブタイトル等 (Theme / Subtitle)	自律学習支援		
担当者名 (Instructor)	鈴木 克明(SUZUKI KATSUAKI) 田中 聡(TANAKA SATOSHI)		
学期 (Semester)	春学期他(Spring Others)	単位 (Credit)	2単位(2 Credits)
科目ナンバリング (Course Number)	MBU7003	言語 (Language)	その他 (Others)
備考 (Notes)			

#### 授業の目標 (Course Objectives)

リサーチメソドロジーBとCは、大学院後期課程の学生を対象とし、大学等で教育を行うための基礎を学ぶプレFDとして位置付けられる科目である。これらの科目では、教育改善スキル修得オンラインプログラムの活用を通じて教育設計学の基礎を学び、大学で教育を行う基礎を身につけ、担当予定科目のシラバス作成とICT利用計画などの作成を通して次世代の大学教員として主体的な学生の学びを支援するための諸技法を修得する。

#### 授業の内容 (Course Contents)

学生の学びを促進するための工夫を学ぶ。ICTの活用、学びの場の構築などにより自律的学習をすすめるにはどうすべきかを、具体的な事例と共に学び、各自の課題として取り組む。

#### 授業計画 (Course Schedule)

1. オリエンテーション
2. 学生が自分の学びと向き合うきっかけをつくる(1)
3. 学生が自分の学びと向き合うきっかけをつくる(2)
4. 自学自習を促すICT活用(1)
5. 自学自習を促すICT活用(2)
6. 自学自習を促すICT活用(3)
7. 学びの場を作る(1)
8. 学びの場を作る(2)
9. 学びの場を作る(3)
10. 学生を自己調整学習者に育てる(1)
11. 学生を自己調整学習者に育てる(2)
12. 学生を自己調整学習者に育てる(3)
13. 最終課題の発表と相互評価
14. まとめ

#### 授業時間外(予習・復習等)の学習 (Study Required Outside of Class)

この科目はオンデマンド科目として展開されるが、この科目用に設置される掲示板への積極的な書き込みが求められる。

#### 成績評価方法・基準 (Evaluation)

最終レポート(Final Report)(30%) / 授業内課題(5% × 14回)(70%)

#### テキスト (Textbooks)

1. 鈴木 克明・美馬 のゆり(編著)、2018、『学習設計マニュアル:「おとな」になるためのインストラクショナルデザイン』、北大路書房 (ISBN:4762830135)

#### 参考文献 (Readings)

#### その他(HP等) (Others(e.g. HP))

オンデマンド教材の配信は、週の初めに行われる。

#### 注意事項 (Notice)

