

国際経営プロフェッショナル専攻

<http://www.mbaib.gsbs.tsukuba.ac.jp/>

特色

国際経営プロフェッショナル専攻は、ビジネスの国際化と情報化に対応可能な、次世代国際経営プロフェッショナルを系統的に育成する専門職大学院(ビジネススクール)として、2005年に開設されました。ビジネス科学研究科が培ってきた社会人教育に特化した教育方法に基づく、実践的カリキュラムが、すべて英語で実施されています。更に、修了学期には、知識を技能へと進化させる国内外での企業実習科目「ビジネスプロジェクト」を導入しています。

領域

本専攻には、下記のとおり4つの教育領域が設置されています。

- (1) 組織経営領域: 経営目標に基づく効率的な資源配分と目標達成のための組織マネジメント技能を育成
- (2) 事業戦略領域: 競争優位性のある経営戦略を立案・遂行する技能を育成
- (3) 国際対応領域: 国際経営環境における事業運営の技法や異文化理解を促進する技能を育成
- (4) 応用情報領域: 情報収集・分析に基づき情報技術に支援されたプロジェクトマネジメント技能を育成

教育方法

グローバルマネジャーの能力要件となる基礎的技能をコア8科目で網羅し、修了後の多様なキャリアに対応した専門科目をカフェテリア方式で配置しています。

また、3段階のマネジャー行動(問題発見・意思決定・適用)を構成するグローバルリーダーシップ・コンピテンシーを育成するための多様な教育メソッド(①ディベート②フィールドスタディ③ディスカッション④ケースメソッド⑤論理的思考⑥数量分析⑦シミュレーション⑧ロールプレイング⑨プログラミング⑩プレゼンテーション)から構成される「国際経営プロフェッショナル人材育成プログラム」が開発され、実務型と研究型教員及び外国人教員と日本人教員とが協力して専門職大学院教育プログラムを実施しています。

<応募状況>

○内は、外国人を内数で示す。

平成29年度			
定員	志願者数	合格者数	入学者数
30	109 ④	34 ⑧	30 ⑥
平成30年度			
定員	志願者数	合格者数	入学者数
30	76 ③	35 ⑩	33 ⑩
平成31年度			
定員	志願者数	合格者数	入学者数
30	90 ③	35 ⑨	31 ⑦

<修了状況>

国際経営プロフェッショナル専攻

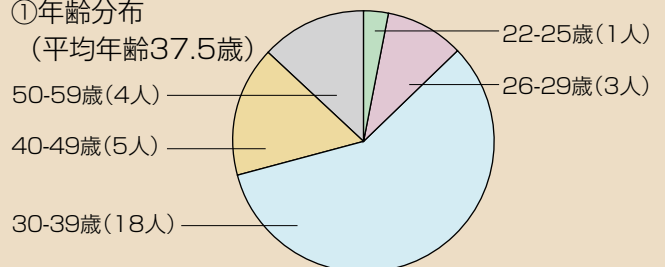
28年度	29年度	30年度	計
31	33	30	94

<入学者関係データ>

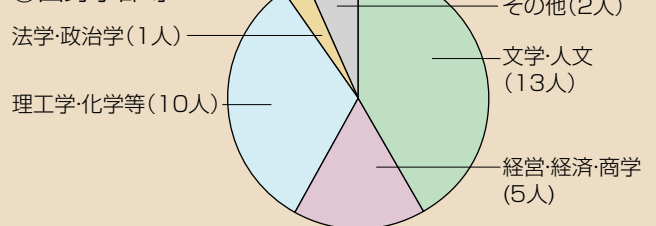
平成31年度入学者 / 31名(男性22名,女性9名)

①年齢分布

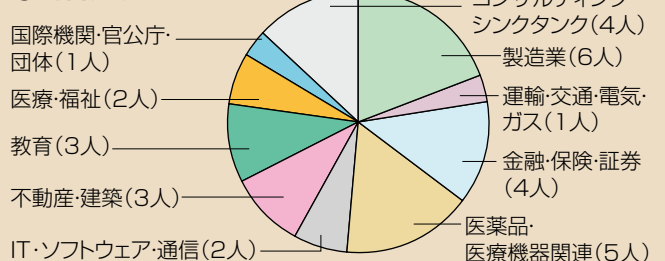
(平均年齢37.5歳)



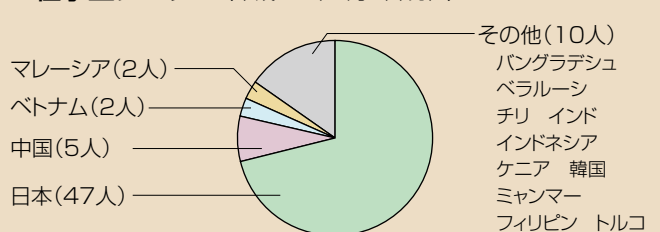
②出身学部等



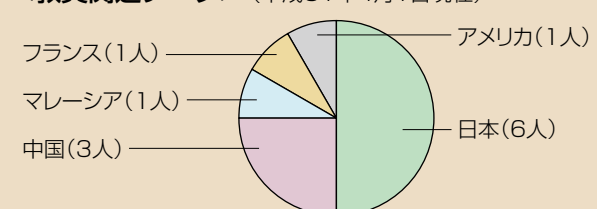
③勤務先状況



<在学生データ> (平成31年4月1日現在)



<教員関連データ> (平成31年4月1日現在)



AY2019 Overall Schedule (MBA Program in International Business)

Spring Module								
April	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
		1	2	3	4	5	6	6 Apr Entrance Ceremony & Freshman Orientation
	7	8	9	10	11	12	13	8 Apr Network Guidance (18:30 ~ @122)
	14	15	16	17	18	19	20	13 Apr Open Campus
	21	22	23	24	25	26	27	19 Apr Faculty Meeting
	28	29	30					
May	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
				1	2	3	4	
	5	6	7	8	9	10	11	
	12	13	14	15	16	17	18	17 May Faculty Meeting
	19	20	21	22	23	24	25	
	26	27	28	29	30	31		
June	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
							1	
	2	3	4	5	6	7	8	
	9	10	11	12	13	14	15	13 Jun Open Campus
	16	17	18	19	20	21	22	14 Jun Faculty Meeting
	23	24	25	26	27	28	29	
July	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
		1	2	3	4	5	6	
	7	8	9	10	11	12	13	
	14	15	16	17	18	19	20	19 Jul Faculty Meeting
	21	22	23	24	25	26	27	
	28	29	30	31				
August	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
					1	2	3	
	4	5	6	7	8	9	10	
	11	12	13	14	15	16	17	
	18	19	20	21	22	23	24	
	25	26	27	28	29	30	31	
September	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
	1	2	3	4	5	6	7	6 Sep Faculty Meeting
	8	9	10	11	12	13	14	
	15	16	17	18	19	20	21	
	22	23	24	25	26	27	28	
	29	30						

Module	A					B					C				
Session	Tue	Web	Thu	Fri	Sat	Tue	Web	Thu	Fri	Sat	Tue	Web	Thu	Fri	Sat
1	4/9	4/10	4/11	4/12	4/13	5/21	5/22	5/23	5/24	6/1	6/25	6/26	6/27	6/28	7/6
2	4/16	4/17	4/18	4/19	4/20	5/28	5/29	5/30	5/31	6/8	7/2	7/3	7/4	7/5	7/13
3	4/23	4/24	4/25	4/26	4/27	6/4	6/5	6/6	6/7	6/15	7/9	7/10	7/11	7/12	7/20
4	5/7	5/8	5/9	5/10	5/11	6/11	6/12	6/13	6/14	6/22	7/16	7/17	7/18	7/19	7/27
5	5/14	5/15	5/16	5/17	5/18	6/18	6/19	6/20	6/21	6/29	7/23	7/24	7/25	7/26	8/3

Fall Module								
October	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
			1	2	3	4	5	5 Oct Interim Report & Entry Sheet Due (M2)
	6	7	8	9	10	11	12	12 Oct Interim Presentation (M2)
	13	14	15	16	17	18	19	18 Oct Faculty Meeting
	20	21	22	23	24	25	26	19 Oct Report on Interim Presentation Due (M2)
	27	28	29	30	31			
November	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
						1	2	
	3	4	5	6	7	8	9	9 Nov Entrance Examination (No classes on 9 November)
	10	11	12	13	14	15	16	10 Nov Entrance Examination
	17	18	19	20	21	22	23	15 Nov Faculty Meeting
	24	25	26	27	28	29	30	
December	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
	1	2	3	4	5	6	7	6 Dec Faculty Meeting
	8	9	10	11	12	13	14	
	15	16	17	18	19	20	21	
	22	23	24	25	26	27	28	
January	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
				1	2	3	4	
	5	6	7	8	9	10	11	
	12	13	14	15	16	17	18	17 Jan Faculty Meeting
	19	20	21	22	23	24	25	25 Jan Final Report & Entry Sheet Due (M2)
	26	27	28	29	30	31		
February	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
							1	1 Feb Final Presentation (M2)
	2	3	4	5	6	7	8	7 Feb Faculty Meeting
	9	10	11	12	13	14	15	
	16	17	18	19	20	21	22	
	23	24	25	26	27	28	29	29 Feb Preliminary Report & Entry Sheet Due (M1)
March	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Event & BP Submission Due
	1	2	3	4	5	6	7	6 Mar Faculty Meeting
	8	9	10	11	12	13	14	7 Mar Revised Final Report Due (M2)
	15	16	17	18	19	20	21	7 Mar Preliminary Presentation (M1)
	22	23	24	25	26	27	28	14 Mar Report on Preliminary Presentation Due (M1)
	29	30	31					28 Mar Commencement Ceremony

Module	A					B					C				
Session	Tue	Web	Thu	Fri	Sat	Tue	Web	Thu	Fri	Sat	Tue	Web	Thu	Fri	Sat
1	10/1	10/2	10/3	10/4	10/5	11/12	11/6	11/7	11/8	11/30	12/17	12/11	12/12	12/13	1/18
2	10/8	10/9	10/10	10/11	10/19	11/19	11/13	11/14	11/15	12/7	12/24	12/18	12/19	12/20	1/25
3	10/15	10/16	10/17	10/18	10/26	11/26	11/20	11/21	11/22	12/14	1/7	1/8	1/9	1/10	2/8
4	10/29	10/23	10/24	10/25	11/2	12/3	11/27	11/28	11/29	12/21	1/14	1/15	1/16	1/17	2/15
5	11/5	10/30	10/31	11/1	11/16	12/10	12/4	12/5	12/6	1/11	1/21	1/22	1/23	1/24	2/22

MBA Program in International Business, Graduate School of Business Sciences

AY2019 Course List

Area New
OM: Operations Management
BS: Business Strategy
IA: International Adaptability
AI: Applied Information
CA: Common Area

Type
A: Academic
P: Practice

TBA: To Be Announced

Instructor
F: Full-time
P: Part-time

Core Courses

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC001	Organizational Management I: Organizational Behavior	OM	A	1.0	1	SprB	Sat1,2	121	F Hirohisa Nagai	The success of business depends to a large extent on people. This course is designed to provide students with fundamental knowledge about how individuals behave at the workplace, how they are motivated and how they interact with each other. Specifically, course content are composed of three dimensions, namely, individual, group and organization. For each dimension, integration between theory and implication will be considered. Classes will be a mixture of lectures, discussions and case studies and role plays.	MBA-IB Student ONLY
01PC002	Human Resource Management I: Human Resource Management	OM	A	1.0	1	SprC	Sat3,4	121	F Yi Zhu	This course is composed by the lectures where discusses fundamental theories of human resource management (HRM) and the case studies related to it. It aims to facilitate the understanding of how the design and execution of HRM could contribute to build up an effective and a strong organization. This class is designed for the students with years of working experiences and they are expected to participate in the class discussions to exchange the ideas to deepen the understanding of HRM and to solve the problems they face or will face at their workplace.	MBA-IB Student ONLY
01PC003	Marketing I: Marketing Management	BS	A	1.0	1	SprB	Sat3,4	121	F Caroline S.L. Tan	The Marketing Management course will provide the basic concepts, theories and methods; the necessary building blocks in understanding marketing. This course has three main objectives, first to help students understand how organizations in create value in their practice of marketing with emphasis on branding, consumer behavior, segmentation and positioning. Students will develop an understanding of marketing practice through extensive readings, class lectures and case studies. The second objective is to develop students' ability to think analytically and strategically in addressing marketing problems. Finally, students will acquire the skills in analyzing and applying decision tools and the know-how of analyzing business situations and developing marketing plans as well as perform marketing research.	MBA-IB Student ONLY
01PC004	Business Strategy I: Business Strategy	BS	A	1.0	1	SprC	Sat7,8	121	F Takashi Hirai	Business Strategy is the total picture for transforming an organization from its present status to a future desired state. This course is designed to provide basic theories and frameworks of competitive strategy and corporate strategy. Class will be a mixture of lecture and case discussion of theory and practical cases.	MBA-IB Student ONLY
01PC005	Finance I: Corporate Finance	BS	A	1.0	1	Sum Vac	Intensive	122	F Tadashi Ono	This course focuses on basic concepts in corporate finance, which are needed for financial managers to understand the theory of finance and financial market. It shows students how to evaluate whole companies and projects, how to determine the optimal capital structure, and how to evaluate an appropriate dividend policy. It introduces time value of money, discounted cash flow, a weighted average cost of capital, and capital budgeting process. Additionally it covers the Modigliani-Miller theory, dividends theory and M&As.	MBA-IB Student ONLY All Saturdays; 11:45 ~ 15:00; 08/10 (#122), 08/24 (2F; Rm8), 08/31 (2F; Rm8), 09/07 (#122), 09/28 (#122)
01PC006	Accounting I: Basic Accounting Theory	BS	A	1.0	1	SprA	Sat1,2	121	F Junjian Gu	This course focuses on basic concepts in accounting, which are needed for managers to understand the financial statements and disclosure. It aims to help students understand the importance of accounting and let them know the recording process of accounting and the structure of financial statements. Students will learn the accounting knowledge based on the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB). This course introduces several fundamental issues of accounting such as accounts, debits and credits, journal entry, ledger account, trial balance, accounting equation, accounting cycle, time period assumption, revenue / expense recognition principle, etc.	MBA-IB Student ONLY
01PC007	Global Management I: International Relations and Economics	IA	A	1.0	1	SprC	Sat1,2	121	F Aki Tonami	This course provides an introduction to international political economy - the interface between international economics and international politics. This study is based on the assumption that in order to understand patterns of interaction and change at the global level, we need to look at both international politics and economics in an integrated manner. Students will look at economic issues of trade, finance, production and development, but not from the perspective of economic theory. Instead, students will engage with the International Relations concepts, ideas and literatures on the economic relations among states, and between states and non-state actors (such as firms, societal groups and international organisations). The focus is therefore on the political problems that arise as a consequence of the increasing density of international economic relations. Knowledge of economics is an advantage but not a requirement.	MBA-IB Student ONLY

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC008	Operations Management I: Operations Management	AI	A	1.0	1	SprB	Sat7,8	121	F Hua Xu, Yasunobu Kino, Mina Ryoke	Operations management is primarily involved with activities of developing, producing and delivering goods and services. It applies the underlying methodologies of management science to deal with the operations. The focus is on how to combine concepts, models, and methods to help managers develop better systems and make better decisions concerning operations. This course covers five operations management and management science topics, which are PERT/CPM, Linear Programming, Analytic Hierarchy Process, Decision Analysis and Inventory Management Models. The fundamental concepts, models and principles associated with each topic and their applications in operations will be taught by different instructors from the corresponding fields.	MBA-IB Student ONLY

Basic courses

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC101	Business Mathematics	CA	A	1.0	1	SprA	Sat3,4	121	F Hua Xu, Yasunobu Kino, Mina Ryoke	The mathematics are needed for the study of economics and business. The objective of business mathematics is to introduce or review some basic mathematical concepts and methods for students to learn quantitative methods in business, which includes topics such as functions and graphs, matrix algebra, probability and statistics, and differentiation. The topics will be taught by different instructors from the corresponding fields.	MBA-IB Student ONLY
01PC103	Introduction to Economics I	BS	A	1.0	1	SprA	Sat5,6	121	F Tadashi Ono, Aki Tonami	This course focuses on basic concepts in Economics, which are needed for managers to understand the theory of economics and global market. It shows students how to evaluate demand and supply, how to determine the Keynesian aggregate demand, and how to identify business cycle.	MBA-IB Student ONLY

Elective courses (Organizational Management)

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC201	Organizational Management II: Professional Manager	OM	A	1.0	1, 2	FallA	Sat1,2	121	F Hirohisa Nagai	This course will cover topics on learning practical management skills for newly appointed managers to promote performance. It will consist of the three key dimensions of management behaviors, 1) How to successfully make the transition from employee to manager, 2) Tips on how to carry out criticism and discipline, and 3) Strategies and behavior styles for mentoring, coaching, problem resolution. Students are expected to discuss and learn how to succeed and flourish as a manager using highly focused model for effective management.	
01PC205	Human Resource Management II: Stress Management	OM	A	1.0	1, 2	FallB	Sat1,2	122	P Hisataka Takasugi	The course is designed for students to acquire theoretical and practical understanding of stress management skills in the workplace. Using cognitive-behavior psychology, tension releasing exercises, hypnotic relaxation and other techniques, the course aims to familiarize students with actual stress reduction skills and the theories behind them.	Limit of 18 seats available. This will be determined by the first eighteen who complete the TWINS registration.
01PC206	Human Resource Management III: Global Business and International Human Resource Management	OM	A	1.0	1, 2	Sum Vac	Intensive	121	F Yi Zhu	This course offers an understanding of the human resource management in international business contexts. Topics include the changes of organization in the process of globalization, dynamics of human relations within organization, strategic human resource management, and issues related to recruitment, training and compensation across cultures. The course uses lectures and case study analysis methods, and students are expected to actively participate in the class discussion.	15:10 - 17:50 on 09/07 (Sat), 18:20 - 21:00 on 09/03 (Tue), 09/10 (Tue), 09/13 (Fri), 09/30 (Mon)
01PC207	Business Anthropology	OM	A	1.0	1, 2	FallB	Sat3,4	121	F Yi Zhu	This interdisciplinary content course—taught by means of lectures and case studies—is designed to provide students with an overview of the field of Business Anthropology. It reviews the historical development of the field, its representative theories, and how business anthropologists conduct research based on a unique method called participant observation. Through this course, students are expected to understand the basic concepts of the field, how an anthropologist uses a holistic approach to gather and analyze data, and to utilize these skills in their work life.	
01PC222	Diversity Management	OM	A	1.0	1, 2					The course takes the students into an exciting journey around different cultures and various work styles that are constantly growing in the global world. It will present and study issues of diversity in multicultural spaces, ideas of equality and human rights, and new opportunities the business world today can offer in a variety of economies, production and service industries. Students will study and understand different aspects of work and human relations encountered in global business interaction, from the management of multicultural workforce and teams and up to handling delicate issues such as accommodating successfully religious practices and managing diversity of race and gender. The same patterns we encounter in social and economic life appear in our online behavior and values, therefore we will also relate to the ways the issues studied are reflected online and how businesses and economies should prepare and adjust in order to construct a successful and productive workplace in the future.	Not open in 2019.

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC224	Executive Soft Power for Global Business Management	OM	A	1.0	1, 2	FallB	Sat7,8	121	P Shinji Yoko	International enterprises enjoyed remarkable development in the past decades, amid warming globalization. Just like market share, revenue, branding, and business model, extraordinary capacity of human resource management is a critical part of modern enterprises' competent. Excellent company always dominates in growing people of excellence. On the other hand, many enterprises suffer from the shortage of qualified talents, especially for the high-level management, while young managers are not yet prepared to expose themselves to rigorous requirements and responsibilities as a competitive business leader. When focusing into Japan, such a dilemma poses a past powerful expansion of the business and losing the leading position on each industry. Japanese management has been called as "Galapagos management" who focus only for the domestic market and poor to manage the global competition. On the other hand, neighbour country of China has been continuing unpredictable evolution with very high speed of so called "Dog Year". Through the long time experience of lecturer on both business and teaching to MBA students, comparative management style will be taught practically. Tsukuba MBA students are required to obtain knowledge and know-how based on the wisdom of superior leaders in the Global Business Competition. Those are all so called "Executive Soft Power".	
01PC225	Leadership and Interpersonal Dynamics	OM	A	1.0	1, 2				P Howard OSA	The ability to create strong relationships based on trust and mutual respect is one of the critical success factors to become an effective manager in today's complex multinational organizations. At the same time, one must have the ability to drive action and overcome resistance to deliver on expected outcomes. In this course students will learn about leadership based on group exercises, reading materials, and lectures based on the instructor's experience at top global corporations in the aerospace and mass media industries.	TBA
01PC401	Global Skills I: Coaching to Grow People	OM	A	1.0	1, 2	FallC	Sat1,2	122	P Hisataka Takasugi	Using cognitive-behavior psychology and other techniques, the course aims to familiarize the students with both actual coaching skills and intellectual understanding of these skills. The course will deal with both what personal growth means as well as how one can facilitate it. The course includes not only other-coaching but also self-coaching as self-development is essential for promoting growths in others.	Limit of 18 seats available. This will be determined by the first eighteen who complete the TWINS registration.

Elective courses (Business Strategy)

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC105	Introduction to Economics II	BS	A	1.0	1	SprB	Fri7,8	121	F Tadashi Ono, Aki Tonami	This course focuses on intermediate concepts in Economics, which are needed for managers to understand the theory of economics and global market. It shows students how to evaluate market structure (monopoly and perfect competition), how to analyze monetary and fiscal policy, how to determine the foreign exchange rate, and how to evaluate economic growth.	
01PC204	Business Ethics	BS	A	1.0	1, 2	FallA	Thu7,8	121	F Tadashi Ono, Caroline S.L. Tan	This course seeks to enhance and develop the skills and ability in managing the various ethical and social problems that managers are faced with. This course also aims to introduce the various corresponding theories such as business ethics, systems theory, and stakeholder theory. A case study approach is used as the main method of delivery where cases about different industries are analyzed and discussed. The class will explore the various themes of contemporary business ethics, globalization, trust, professional responsibility, and social responsibility. Guest speakers from the financial sector will also be invited to share information in class.	
01PC301	Finance II: Valuation	BS	A	1.0	1, 2	FallB	Sat5,6	121	F Tadashi Ono	This course focuses on the basic concepts in valuation, which are needed for financial managers to understand the financial market. It covers several methods of equity valuation and bond valuation which are frequently used in financial market and M&As. By the end of the course, students have all the tools necessary to value a company, a stock and a bond by projecting cash flow and discounting it at an appropriate rate.	
01PC302	Finance III: Derivatives	BS	A	1.0	1, 2	FallC	Tue7,8	607	Tadashi Ono	This course focuses on basic concepts in derivatives which are very popular and frequently used in financial institutions. It shows students the basic characteristics of forward contracts, futures, options and swaps. It describes the concepts of arbitrage/hedging and how to evaluate prices and value of each derivative. It also introduces put-call parity, option Greeks and option strategies.	
01PC303	Finance IV: Project Finance	BS	A	1.0	1, 2					It covers the project finance and large-scale infrastructure finance. The course will be structured with lectures combined with group work and case studies to promote understanding and analysis of presented topics. Lectures will be presented by experienced project finance and structured finance professionals from Sumitomo Mitsui Banking Corporation (SMBC), a global leader in project finance, based on theory and real world experience. Active class participation will be expected. Case studies will be based on actual transactions to demonstrate concepts to be presented. Group work will be utilized to further understanding and active participation will be expected.	Not open in 2019.

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor		Course Overview	Remarks
01PC307	Accounting II: Financial Analysis	BS	A	1.0	1, 2	SprC	Thu7,8	121	F	Junjian Gu	This course deals with financial data analysis. On completion of this course, students are expected to understand the linkages between financial statements and learn how to analyze financial data with various methods. Also, it provides an opportunity for students to learn how to analyzing financial data with statistical software. The course starts with a review of financial statements and then focuses on various tools of financial statement analysis, including cash flows analysis, comparative analysis, horizontal analysis, vertical analysis, ratio analysis, and fundamental analysis based on financial statements. (Prerequisite: Accounting I)	
01PC308	Accounting III: Managerial Accounting	BS	A	1.0	1, 2	FallA	Fri7,8	121	F	Junjian Gu	This course introduces cost and management accounting topics to enable students to understand how accounting information is used to manage an organization. This course focuses on the factors that differentiate one company from another. This course will look at various functional areas within the firm, ranging from manufacturing to merchandising. Several topics will be discussed in this course such as Cost-Volume-Profit (CVP) analysis, Activity-Based Costing (ABC) method, Balanced Scorecard (BSC), absorption costing, variable costing, budgeting, etc. (Prerequisite: Accounting I)	
01PC311	Marketing II: Market Research - Cases and Application	BS	A	1.0	1, 2	FallA	Sat3,4	121	F	Caroline S.L. Tan	In the face of globalization and an ever-changing market landscape, the need for corporations to continuously stay relevant and competitive is essential. This course focuses on marketing products and services on a global arena where the pertinent areas of standardization, coordination and integration will be explored accordingly. A range of examples from services and products in the form of case study discussions will be undertaken. Students will also be exposed to the core issues surrounding global marketing. The course will be taught using both lectures and case studies.	
01PC312	Marketing III: Branding	BS	A	1.0	1, 2						A brand essentially is one of the most valuable assets to a company. Brand management is an integral part of a firm's competitive strategy. The understanding of the different core aspects of brand and brand management is critical in ensuring customer loyalty and strong brand equity. This course examines the fundamentals of brands and brand management. Students will learn brand positioning, the building, maintaining and developing of brands as well as brand valuation and managing global brands. As the course will be conducted using the case study method, students will be given the opportunity to discuss and present their ideas and proposals of various industries.	Not open in 2019.
01PC320	Digital Marketing	BS	A	1.0	2						The internet has brought profound changes in the business and social institutions. Online businesses and the use of digital tools and platforms have experienced an exponential growth accordingly. This course will explore the different digital marketing concepts through a blend of case studies, lectures and group discussions.	Not open in 2019.
01PC324	Marketing Survey	BS	A	1.0	1, 2						This course focuses primarily on questionnaire design and scale construction and basics of interviews used in Marketing survey research. We will be exploring the different types of questionnaires, the variety of options when it comes to scale selection, and the trends of emotional models. This is a 'hands-on' course where students are expected to design and develop their own survey, question format and framing, and scale selection. At the end of the course, students will possess the know-how of practical processes involved in conducting marketing surveys.	Not open in 2019.
01PC327	Finance V: Behavioral Finance	BS	A	1.0	1, 2						Human behavior is affected by cognitive and emotional shortcuts and errors, while we (humans) intend to behave rationally. Economic behaviors including consumption, savings and investments are all operating under such "bounded rationality". It is particularly so under financial decision-making and actions to cope with probability and time. This course reviews key findings in behavioral finance studies and explore practical applications for institutional and personal finance with case studies and discussions.	Not open in 2019.
01PC328	Entrepreneurship I: Entrepreneurship	BS	A	1.0	1, 2	SprB	Wed7,8	121	P	Manuel Ploch	The course is designed to enable students to understand (i) the dynamics of successfully starting a new business, and (ii) to understand the role of entrepreneurship in large corporations. It will involve studying the key challenges a start-up faces as well as analyzing case studies.	
01PC329	Entrepreneurship II: Demand Chain and Innovation	BS	A	1.0	1, 2	Sum Vac	Intensive	122	F	Takashi Hirai	At this course, we will examine how to innovate a business and transform it from both customer view point and industry value chain view point. This course will cover the basics concept of SCM, Business Eco System, and system/innovative thinking, aiming the enhancement of the entrepreneurship capability of attendants.	All Wednesdays; 18:20 ~ 21:00; 08/28, 09/04, 09/11, 09/18, 09/25
01PC330	Technology Management	BS	A	1.0	1, 2	FallA	Wed7,8	121	F	Takashi Hirai	This course aims to graphs the landscape of Technology Management and asks the question, "How can corporations create value and capture it?" This course investigates strategic perspectives for aligning competitive strategies and core competencies associated with the use of technology and innovation.	

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC331	Finance Seminar I	BS	P	1.0	1, 2	Fall	Intensive		F Tadashi Ono, Junjian Gu	This course focuses on practical application of basic concepts of valuation. Members will participate in the CFA Institute Global Investment Research Challenge Competition sponsored by the CFA Institute. The team will analyze the target company assigned by the CFA Institute. The valuation process includes scenario analysis, cash flow projection, estimation of required rate of return, estimation of growth rate, and estimation of beta. The analysis process includes the participation in IR meeting of the company. (Prerequisite: Finance I and II)	ONLY for those who will participate in CFA Research Challenge
01PC334	Finance Seminar II	BS	P	1.0	2	Fall	Intensive		F Tadashi Ono, Junjian Gu	This course focuses on practical application of basic concepts of valuation. The members would participate in the CFA Institute Global Investment Research Challenge Competition sponsored by CFA Institute. The members consist of Tsukuba team. The team will analyze the target company which is given by the CFA Institute. The analysis includes the business structure analysis, SWOT analysis, five forces analysis, financial ratio analysis and should result in the valuation. The valuation process includes the scenario analysis, cash flow projection, estimation of required rate of return, estimation of growth rate, and estimation of beta. The analyzing process includes the participation in the IR meeting of the company during the time. Top four team who are selected by the reports could be entitled to make a presentation at CFA Institute (Japan). The champion team in Japan can proceed to the Asian Pacific Investment Research competition. The Finance Seminar II is basically held for the preparation of the Asian Pacific competition. This seminar requires strong commitment, energetic contribution and cooperative teamwork in addition to the comprehensive knowledge of finance.	ONLY for those who will participate in CFA Research Challenge
01PC335	Finance Seminar III	BS	P	1.0	2	Fall	Intensive		F Tadashi Ono, Junjian Gu	This course provides the opportunity of reading academic/professional books/papers. Students specify the books/papers relating to Finance(credit risk, liquidity risk, valuation etc.) and read it by group. Students are required to contribute positively in the explanation of designated parts and to participate in the discussions. (Advance permission of the Professor is required)	ONLY for those who will participate in CFA Research Challenge
01PC337	Business Model Innovation	BS	A	1.0	1, 2	FallB	Wed7,8	121	F Takashi Hirai	This course is designed to acquaint students with the methodology of business model innovation and transformation. We will examine the superior business model characteristics from both strategic and organizational perspectives. Classes will be a mixture of lecture for theory/framework and case discussion with practical examples.	
01PC338	Strategic Intelligence	BS	A	1.0	1, 2					The objective of the course is to introduce main modern strategic frameworks in order to empower students with ideas and insights of how to address strategic decisions in a smart and intelligent way. Strategic intelligence takes the perspective of the CEO/General Manager formulating and implementing strategy in fast-changing environments. The course is essentially integrative, drawing on Business Strategy I core course to show how strategy is developed and turned into action. The primary emphasis is at the line of business level, although we will also consider corporate level. The course emphasizes the peculiarities of international business as well, and how to sustain competitive advantage in an international environment. Most importantly, it attempts to enable students to think about various strategic tools in a creative and intelligent manner. Classes will be a mixture of lecture and critical discussion of theory and practical cases.	Not open in 2019.
01PC339	International Business Development	BS	A	1.0	1, 2				P Tomoyuki Yamane	This course will explore many aspects of developing a Japanese ramen brand in the international markets. Participants will learn from the experience of IPPUDO, a well-known ramen brand, throughout its expansion and many challenges. Particular focus will be on the areas of marketing, procurement, human resources development, finance, strategy, and negotiation.	TBA
01PC340	Intellectual Property Strategy for Creative Industries	BS	A	1.0	1, 2	FallB	Fri7,8	121	F Toru Kodama	Creative industries are sectors of organized activity whose principal purpose is the production, promotion, distribution and/or commercialization of goods, services and activities of a cultural, artistic or heritage-related nature. Creative industries not only generate economic wealth at the national and regional levels but also produce cultural values and identity that are indispensable for humankind. Creative industries can promote nation or regional branding and soft power. What exist in the core of creative industries are cultural values or products that can be protected as intellectual property. Intellectual property rights to cultural values or products support a diverse range of business activities in creative industries. While capturing these characteristics from a wider perspective, this course aims to give students an opportunity to gain the basic knowledge of intellectual property strategy, together with business strategy insights as well as legal and industrial policy perspectives, regarding several selected sectors of the creative industries.	Conducted by Assoc. Professor from head campus
01PC425	Global Knowledge I: Practical Aspects of Business Law I	BS	A	1.0	1, 2	FallB	Tue7,8	121	P Thomas Witty	This course aims to provide specific knowledge and understanding of the practical implications of law on business transactions in general and on a company in particular. From the perspective of a company engaged in international business transactions, the role and consequences of law for a company's organization, business model, strategies and day-to-day operation will be explained and illustrated in practical examples and case studies. Students will gain a comprehensive understanding of where, why and how law affects a business and learn how to deal with the legal aspects of various standard business situations.	

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
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Elective courses (International Adaptability)

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC410	Global Management III: International Peace Operations	IA	A	1.0	1, 2	SprB	Intensive	121	P Garren Mulloy	This course is designed to educate all participants in the varied and complex issues related to Peace Operations. These issues will include the definitions of such operations, and being able to answer the questions as to who conducts them, for which institutions, according to what legal instruments, where, how, and why? While these may seem to be rather simple questions, the answers and their issues are rather complex, but they reveal a great deal about how international institutional actors and nation state actors behave and about the mechanisms of crisis and conflict management in the 21st century.	Mondays 18:20 - 21:30; 05/20, 05/27, 06/03, 06/17
01PC418	Global Knowledge II: International Relations	IA	A	1.0	1, 2	Sum Vac	Intensive	121	P Misato Matsuoka	This course provides a general introduction to the field of International Relations (IR) and major themes in world politics. It is designed to introduce students to IR by encompassing various approaches. The course will cover basic theories as well as empirical coverage of core aspects of current international relations, including sources of conflict and cooperation, the role of non-state actors, and contemporary global issues (e.g. US-Japan relationship, migration).	18:20 ~ 21:00; 09/06 (Fri), 09/20 (Fri), 09/24 (Tue), 09/26 (Thu), 09/27 (Fri)
01PC421	Cross Cultural Management I: Managing Across Borders	IA	A	1.0	1, 2	FallA	Sat5,6	121	F Remy Magnier-Watanabe	The main goal of this course is to provide theoretical and practical examples on the global manager's environment, the cultural context of global management, and the formulation and implementation of strategy for international and global operations.	
01PC422	Cross Cultural Management II: The Challenges of Globalization	IA	A	1.0	1, 2	FallC	Thu7,8	121	F Remy Magnier-Watanabe	This course focuses on selected international business issues at the macro and micro levels. Topics covered include economic systems and development, regional economic integration, analyzing international opportunities, international trade theories and economics, foreign direct investment, and global human resources management.	
01PC434	Global Management IV: Project Management of Development Aid	IA	A	1.0	1, 2					In today's world, 840 million people are malnourished, nearly 1.3 billion people live on less than a dollar per day and poverty and inequality have proven to be stubbornly resilient against attempts to decrease them over the past 50 years. To address this problem, development aid, financial aid given by governments and other agencies to support the economic, environmental, social, and political development of developing countries, has been used. This course consists of one lecture on academic research on development and development aid, and four lectures by development practitioners (guest speakers). Overall, students will understand the basic concepts of development aid, how they are provided through various aid schemes, and how they are managed. The class topics will cover humanitarian aid, environmental aid, railway development, water resource management, and urban projects, depending on guest speakers' availabilities.	Not open in 2019.
01PC436	Global Knowledge IV: Financial Crises	IA	A	1.0	2	SprA	Sat2,3	607	P Richard Taggart Murphy	This class will take primarily an historical approach in attempting to understand the nature of financial crises – how (or whether) they can be anticipated, the typical course of a financial crisis, how businesses and investors can weather such crises, and the aftermath. Among other crises considered are the Great Depression, the collapse of Japan's "bubble economy," various developing country balance of payments crises, and the recent subprime loan crisis.	The classes are only open to students who have passed Core Courses (01PC005 Finance I, 01PC006 Accounting I, 01PC007 Global Management I).
01PC440	Business Studies I (Seminar)	IA	P	1.0	1, 2	Sum Vac	Intensive		F Caroline S.L. Tan	This course is for the Field Work pre-departure. Students will be researching and analyzing specific assigned topics in preparation for the company visits.	Open in an odd number year. TBA
01PC441	Business Studies II (Fieldwork)	IA	P	1.0	1, 2	Sum Vac	Intensive		F Caroline S.L. Tan	This course provides students the opportunity to visit companies operating in a different range of industries as well as institutions involved in innovation in a foreign country. Students will be able to observe international business concepts in practice from the viewpoint of the foreign companies.	Open in an odd number year. TBA
01PC443	Special Research Seminar (CSR) I	IA	P	1.0	1, 2	Fall	Intensive		F Caroline S.L. Tan	The purpose of this class is to analyze the CSR activities of globally operating Japanese and German companies to work out culture-bound differences, identify best practices and point out opportunities for future actions.	TBA
01PC445	Special Research Seminar (CSR) II	IA	P	1.0	1, 2	Fall	Intensive		F Caroline S.L. Tan	The purpose of this class is to analyze the CSR activities of globally operating Japanese and German companies to work out culture-bound differences, identify best practices and point out opportunities for future actions.	TBA
01PC446	Overseas Study Seminar I	IA	P	1.0	1, 2	Annual	Intensive		F Caroline S.L. Tan	Overseas Study Seminar I is a custom-designed independent study to provide students who visit partner business schools abroad information and knowledge that are related to their research or business interests by attending multiple seminars at partner schools in either Asia, Europe or North America. Schools and the corresponding courses are determined based on consultation with the MBA-IB professor in charge of this program. Students are encouraged to attend as many courses as possible in order to maximize their learning experience (especially those who are only on exchange for a week). Students are expected to fulfill 15 hours to obtain a credit. The length of the exchange can be as short as a week or up to an entire semester. Upon completion of the program, students are expected to submit a report accordingly of which details will be given during consultation with the faculty in charge.	

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC447	Overseas Study Seminar II	IA	P	1.0	1, 2	Annual	Intensive		F Caroline S.L. Tan	Overseas Study Seminar II is a custom-designed independent study to provide students who visit partner business schools abroad information and knowledge that are related to their research or business interests by attending multiple seminars at partner schools in either Asia, Europe or North America. Schools and the corresponding courses are determined based on consultation with the MBA-IB professor in charge of this program. Students are encouraged to attend as many courses as possible in order to maximize their learning experience (especially those who are only on exchange for a week). Students are expected to fulfill 15 hours to obtain a credit. The length of the exchange can be as short as a week or up to an entire semester. Upon completion of the program, students are expected to submit a report accordingly of which details will be given during consultation with the faculty in charge.	
01PC449	Overseas Study Seminar III	IA	P	1.0	1, 2	Annual	Intensive		F Caroline S.L. Tan	Overseas Study Seminar III is a custom-designed independent study to provide students who visit partner business schools abroad information and knowledge that are related to their research or business interests by attending multiple seminars at partner schools in either Asia, Europe or North America. Schools and the corresponding courses are determined based on consultation with the MBA-IB professor in charge of this program. Students are encouraged to attend as many courses as possible in order to maximize their learning experience (especially those who are only on exchange for a week). Students are expected to fulfill 15 hours to obtain a credit. The length of the exchange can be as short as a week or up to an entire semester. Upon completion of the program, students are expected to submit a report accordingly of which details will be given during consultation with the faculty in charge.	
01PC450	Overseas Study Seminar IV	IA	P	1.0	1, 2	Annual	Intensive		F Caroline S.L. Tan	Overseas Study Seminar III is a custom-designed independent study to provide students who visit partner business schools abroad information and knowledge that are related to their research or business interests by attending multiple seminars at partner schools in either Asia, Europe or North America. Schools and the corresponding courses are determined based on consultation with the MBA-IB professor in charge of this program. Students are encouraged to attend as many courses as possible in order to maximize their learning experience (especially those who are only on exchange for a week). Students are expected to fulfill 15 hours to obtain a credit. The length of the exchange can be as short as a week or up to an entire semester. Upon completion of the program, students are expected to submit a report accordingly of which details will be given during consultation with the faculty in charge.	
01PC492	Applied International Political Economy	IA	A	1.0	2	SprA	Tue7,8	121	F Aki Tonami	This course aims to introduce students to some of the approaches to the study of international political economy (IPE) and how to apply theories to important contemporary events. In particular, we will pay attention to economic diplomacy, development finance, trade and foreign direct investment of emerging economies as well as the relations of globalization. This course is an advance course of the Global Management I: International Relations and Economics. This course aims to introduce students to some of the approaches to the study of international political economy (IPE) and how to apply theories to important contemporary events. In particular, we will pay attention to economic diplomacy, development finance, foreign direct investment of emerging economies as well as the relations of globalization and environmental issues. This course is open to 2nd year students who have completed the Global Management I.	
01PC493	Overseas Business Studies I (Seminar)	IA	P	1.0	1, 2					Overseas Business Studies I is a custom-designed seminar to provide students the opportunity to prepare for their visit to the different companies from a range of industries abroad. As students are expected to make presentations at different companies, this pre-departure seminar will focus on the presentation materials.* This course is a pre-requisite for Overseas Business Studies II (Field Work): 01PC494	Open in an even number year. Not open in 2019.
01PC494	Overseas Business Studies II (Field Work)	IA	P	1.0	1, 2					Overseas Business Studies II is a custom-designed field work to provide students the opportunity to visit different companies from a range of industries abroad. Apart from learning from these visits, students will be making presentations to the companies as well. This seminar aims to develop business acumen, skills as well as gain new learning experiences.	Open in an even number year. Not open in 2019.

Elective courses (Applied information)

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC102	Data Analysis I: Introduction to Data Analysis	AI	A	1.0	1, 2	SprB	Thu7,8	122	F Mina Ryoke	Data analysis is an indispensable tool for empirical analysis and data-oriented decision making in the fields of natural science, humanities, and social sciences. This class introduces basic concepts of descriptive statistical methods, linear regression for prediction and its residual analysis with statistical software R through a series of the group works on financial data analyses of all the listed companies in Japan.	
01PC106	Introductory Data Analysis: Invitation to Quantitative Analysis	AI	A	1.0	1, 2	SprA	Fri7,8	122	F Mina Ryoke	This course provides basic topics regarding quantitative methods, which include probability, probability distributions and descriptive statistics, sampling and estimation, hypothesis testing and so on. Students will learn how to summarize data and how to make appropriate decisions based on data.	

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor		Course Overview	Remarks
01PC501	Business Simulation	AI	P	1.0	1, 2	SprA	Sat7,8	454	F	Mina Ryoke	The main purpose is to encourage students to find various styles such as information gathering, data analysis to make more effective decisions on management through gaming simulation. The number of participants is limited, since this class will be offered in the Tokyo Satellite (PC room). Therefore the a priori submission (by email) is required in advance. The questionnaire items and more detail information are described in the syllabus. Students who have not earned credit for "business game" of GSSM can register for this class.	at #122 on 05/18
01PC502	Data Analysis II: Principle of Quantitative Research	AI	A	1.0	1, 2	SprC	Sat5,6	122	F	Mina Ryoke	This course covers fundamentals on quantitative analysis, including a design of data collection, data analysis strategy, and summarization of the quantitative results. Some exercises are included to apply the statistical tools, such as design of experiments, regression analysis and so forth.	
01PC503	Data Analysis III: Data Mining	AI	A	1.0	1, 2	FallA	Sat7,8	122	F	Mina Ryoke	This class is designed to enhance understanding of key techniques of Data Mining which are applied in various fields such as marketing research, medical information analysis etc. Another aim is to acquaint students with basic mathematical descriptions in order to enhance the understanding of professional articles.	
01PC504	Operations Management II: Decision Analysis	AI	A	1.0	1, 2	SprC	Wed7,8	122	F	Hua Xu	Decision analysis provides powerful tools for dealing with complex decisions that involve multiple objectives and/or uncertainty. In this course, we will learn a useful decision process to identify and overcome the challenges of decision making. We will introduce some fundamental concepts, models and methods for decision analysis in various situations such as decision with multiple objectives, decisions under uncertainty and decisions with different decision makers and different/conflict decision objectives, namely game problems. We will make practices to solve some real-world decision problems through group works.	06/26, 07/03, 07/17, 07/22 (Mon), 07/24
01PC505	Operations Management III: Risk Analysis	AI	A	1.0	1, 2	FallA	Tue7,8	122	F	Hua Xu	Risk analysis is defined as a systematic process to describe risk, i.e. to present an informative risk picture. Risk analysis is incorporated primarily in risk management and risk-based decision making. The objective of this course is to learn the fundamental concepts of risk analysis and a variety of models and methods to deal with risk identification, risk assessment and risk management problems. A risk filtering, ranking and management (RFRM) process will be introduced and applied to solve some practical risk management problems through group works.	10/01, 10/07(Mon), 10/08, 10/29, 11/05
01PC506	Operations Management IV: Project Management	AI	A	1.0	1, 2	SprC	Tue7,8	122	F	Yasunobu Kino	In order to accomplish a project successfully, it is important to carry out systematized management processes, such as requirements definition, planning, executing tasks, and monitoring and control. This course provides the fundamental knowledge of project management. For instance, WBS(Work Breakdown Structure), Scheduling techniques, EVM(Earned Value Management), Cost Estimation and Contract, Risk Management, Quality Assurance and so on.	
01PC509	Operations Management VI: Systems Design Theory	AI	A	1.0	2	SprB	Sat3,4	117	F	Yasunobu Kino	Understanding behaviors of social systems is one of key factors for success on business and our life. Diagraming techniques, for example, Flow chart, ER Diagram (Entity Relationship Diagram), State chart and UML (Unified Modeling Language) are useful to visualize/design our social systems. Additionally, natural languages, for example, Japanese, English, Spanish and other languages are useful when we will design social models. In this class we will learn text analysis, diagraming techniques, and systems design.	
01PC510	Operations Management VII: Principles of Artificial Intelligence and Its Social Implementation for Business Applications	AI	A	1.0	1, 2	FallC	Sat5,6	121	P	Takao Terano	The third boom of artificial intelligence (AI) is still continuing. The first one occurred from the early 1960's to the beginning of the 1970's. At that time, their main topics include to develop solvers of puzzles and block worlds, which were seemingly complex, however, well-defined small problems. This boom had suddenly ended with the failure of machine translation systems. The main topics of the second boom include so called "expert system" or knowledge-based systems, which started with the fifth generation computer project in Japan in the 1980's. The second boom had also ended in the beginning of 1990's, with the economic bubble bursting and the closes of central laboratories at major firms. Compared with these previous two booms, the current AI era is different, because there are so many practical results superior to human intelligent activities such as Go and Shogi, automatic driving. These results are attracting people because of their ease of understanding. Recent machine learning techniques via artificial neural networks have an important roles in the development. However, from the viewpoint of system development, implementation, and management, we believe, there remain the same difficulties as the previous two booms. This might cause the next collapse of the boom. In this lecture, we will discuss methodologies to make use of artificial intelligence technology as system management. Referring to our recent research results as examples, we will explain centric issues on artificial intelligence and its social implementation. Then, we will give our future perspective of advanced information and communication technologies.	

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC520	Practical Introduction to Text Mining	AI	A	1.0	1, 2					<p>Text mining – computational methods for extracting information from unstructured written materials – have been successfully applied in many domains to produce new knowledge from the large volumes of writing continually produced through human activity. Many of these techniques have well established business applications, particularly in the area of market and customer analysis, where the ability to meaningfully summarize trends and patterns within large amounts of consumer-generated text which would otherwise be infeasible to process can be extremely valuable. Many further applications exist using internally generated textual materials created in the course of existing business processes.</p> <p>This course introduces the principles of text mining using a hands-on, practical approach. It will consist of lecture sessions each followed by a corresponding practical session in which participants will be guided through the use of a selection of text mining techniques illustrating the concepts introduced.</p> <p>Throughout the course there will be take-home assessments based on material covered in the lecture and practical session in which participants are required to demonstrate a combination of theoretical understanding of key principles covered together with the practical ability to apply this knowledge in appropriate contexts.</p>	Not open in 2019.

Elective courses (Common Area)

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC221	Introduction to Corporate Social Responsibility	CA	A	1.0	1, 2	SprA	Wed7,8	121	F Caroline S.L. Tan	The European Commission defined CSR as “the responsibility of enterprises for the impacts on society.” Corporate Social Responsibility stresses on both creating shared value (CSV) and a commitment to the triple bottom line (3BL) approach. In this course, students will be given an introduction to the concept of CSR and sustainable business. Various areas of CSR across the supply chain will be explored covering both social and environmental impacts as well as the employee and stakeholder perspectives. The class will be conducted using a mixed method of case studies and lectures.	
01PC306	MBA-IB Speaker Series I	CA	A	1.0	1, 2	Spring	Intensive			The MBA-IB Speaker series aims to provide students with the opportunity to learn practical, real world issues and challenges as well as strategies from various industry leaders. Students are provided with a platform to discuss and share with the different speakers, developing not only their knowledge base but their soft skills at the same time as well. This course also aims to help build networks between students and the industries. The speaker series session also focuses on bringing in speakers from various industries as well as job scope. This will help enhance the learning and industry exposure for the MBA-IB students.	Guest Speakers Open in an odd number year. TBA
01PC310	MBA-IB Speaker Series II	CA	A	1.0	1, 2	Fall	Intensive			The MBA-IB Speaker series aims to provide students with the opportunity to learn practical, real world issues and challenges as well as strategies from various industry leaders. Students are provided with a platform to discuss and share with the different speakers, developing not only their knowledge base but their soft skills at the same time as well. This course also aims to help build networks between students and the industries. The speaker series session also focuses on bringing in speakers from various industries as well as job scope. This will help enhance the learning and industry exposure for the MBA-IB students.	Guest Speakers Open in an odd number year. TBA
01PC325	MBA-IB Speaker Series III	CA	A	1.0	1, 2					The MBA-IB Speaker series aims to provide students with the opportunity to learn practical, real world issues and challenges as well as strategies from various industry leaders. Students are provided with a platform to discuss and share with the different speakers, developing not only their knowledge base but their soft skills at the same time as well. This course also aims to help build networks between students and the industries. The speaker series session also focuses on bringing in speakers from various industries as well as job scope. This will help enhance the learning and industry exposure for the MBA-IB students.	Guest Speakers Open in an even number year. Not open in 2019.
01PC326	MBA-IB Speaker Series IV	CA	A	1.0	1, 2					The MBA-IB Speaker series aims to provide students with the opportunity to learn practical, real world issues and challenges as well as strategies from various industry leaders. Students are provided with a platform to discuss and share with the different speakers, developing not only their knowledge base but their soft skills at the same time as well. This course also aims to help build networks between students and the industries. The speaker series session also focuses on bringing in speakers from various industries as well as job scope. This will help enhance the learning and industry exposure for the MBA-IB students	Guest Speakers Open in an even number year. Not open in 2019.
01PC403	International Conference Seminar I	CA	P	1.0	1, 2	Annual	Intensive		F All Faculty	The main aim of this course is to gain experience in participating in an international academic conference. Students will have the opportunity to hear the most up-to-date research in the field of the conference. Students do not have to present in the conference as this course is only for conference attendance. Upon returning, students have to submit a written report (on all the sessions attended) and would have also completed 12.5 hours of conference session attendance. Students are expected to also reflect on the key learnings and see how they can be applied in their Business Projects, research topics of interest as well as in their daily jobs and classroom.	

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC405	International Conference Seminar II	CA	P	1.0	1, 2	Annual	by request		F All Faculty	The main aim of this course is to gain experience in participating in an international academic conference. Students will have the opportunity to submit and present their paper at the conference. Unlike Sminar I, students who sign up for Seminar II will be presenting their research at the academic conference. Upon returning, students have to submit a written report (on all the sessions attended) and would have also completed 12.5 hours of conference session attendance. Students are expected to also reflect on the key learnings and see how they can be applied in their Business Projects, research topics of interest as well as in their daily jobs and classroom.	
01PC430	Business Communication Skills I	CA	P	1.0	1, 2	SprA	Thu7,8	121	P Shayne Torikawa	Effective interpersonal skills are essential in both personal and professional environments. This class will examine the fundamentals of effective communication in cross-cultural environments. In this highly interactive class, we will engage in activities which will encourage individuals and teams to utilize critical thinking, problem solving, and negotiation skills. We will also discuss cross-cultural communication/sensitivity topics. This class will move away from the traditional textbooks and lectures by leveraging the individual's knowledge and experiences to effectively contribute to the team and navigate through the activities in this course.	
01PC435	Management Communication	CA	A	1.0	1					This practice-oriented course is designed to help students learn how to research, outline, prepare presentation scripts and deliver formal presentations in a business context. The course is also expected to help students sharpen their skills in critical listening in addition to their competence in handling audience questions and comments.	Not open in 2019.
01PC438	Business Project Writing	CA	A	1.0	1, 2	FallC	Wed7,8	121	TBA	This course presents writing as integral to management strategy and as a critical component for success in the workplace. In this class, you will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. This course also contains practical aspects of managerial communication to prepare students for "audience-oriented" communication.	
01PC444	Case Study Practice	CA	P	1.0	1, 2	FallC	Sat3,4	607	F TBA	The main aim of this seminar is to learn and practice the case-study method in-depth. This seminar is limited to a maximum of 4 four-student teams (16 students total), and priority is given to M2 students on a first-come first-serve basis.	
01PC496	Business Communication Skills II	CA	P	1.0	1, 2	Sum Vac	Intensive		P Leslie Anne James	The goal of this class is to help students feel comfortable with English written communication in a business setting. Students will be able to generate written documents with suitable vocabulary, tone and phrases. Furthermore, the English in this course will be for international business, so students urged to write with a global mindset, instead of merely translating their thoughts from their native language.	All Saturdays; 8:55 ~ 11:35; 08/24 (2F; Rm8), 08/31 (2F; Rm8), 09/07 (#122), 09/14 (#122), 09/21 (#122)

Seminar

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC601	Seminar I	CA	P	1.0	1	SprB	Sat5,6	121	F All Faculty	This is a group seminar. Seminar I consists of lectures given to introduce the basic skills needed for the Business Project, and of faculty introducing their research area. Seminar I consists of lectures given on three Saturdays in Spring B consisting of 1) faculty self - introductions and 2) alumni presentations of their Business Project experience. Students will be graded based on attendance and a report. Only regular MBA - IB faculty members are eligible to serve as Chief Advisors. Students are expected to think and assemble sufficient material to write a report about their intended Business Project. The report should identify 1) where the project lies within the four MBA - IB functional areas (Applied Information, Business Strategy, International Adaptability, Organizational Management), 2) the type of project (In - Company Project, Business Plan Development, Independent Research Report, Overseas Internship, or Japan Internship) and a brief description of its significance and purpose, and 3) learning from Seminar I.	MBA-IB Student ONLY 06/15, 06/22, 06/29
01PC602	Seminar II	CA	P	1.0	1	SprC, FallA	Intensive		F All Faculty	Seminar II is conducted by the students' chief advisor, who will advise and help prepare students for their business project. The core focus is on narrowing down the theme of Business Project. The style of the seminars can include individual meetings, team workshops for readings, literature review, research methodology, and presentation rehearsal, all of which are intended to help students with their Preliminary and Interim Presentations and Reports. Seminars are a combination of group study and individual and team tutorials depending on how the chief advisor deems necessary and suitable.	MBA-IB Student ONLY
01PC603	Seminar III	CA	P	1.0	1	FallBC	Intensive		F All Faculty	Seminar III is conducted by the students' chief advisor, who will advise and help prepare students for their business project. The core focus is on preparing for the upcoming preliminary presentation and report as well as the development of Business Project model and methodology. The style of the seminars can include individual meetings, team workshops for readings, literature review, research methodology, and presentation rehearsal, all of which are intended to help students with their Preliminary and Interim Presentations and Reports. Seminars are a combination of group study and individual and team tutorials depending on how the chief advisor deems necessary and suitable.	MBA-IB Student ONLY

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC604	Seminar IV	CA	P	1.0	2	SprAB	Intensive		F All Faculty	Seminar IV is conducted by the students' second advisor, who will advise and help prepare students for their business project. The core focus is on refining the Business Project model and methodology. The style of the seminars can include individual meetings, team workshops for readings, literature review, research methodology, and presentation rehearsal, all of which are intended to help students with their Interim and Final Presentations and Reports. Seminars are a combination of group study and individual and team tutorials depending on how the chief advisor deems necessary and suitable.	MBA-IB Student ONLY
01PC605	Seminar V	CA	P	1.0	2	SprC, FallA	Intensive		F All Faculty	Seminar V is conducted by the students' chief advisor, who will advise and help prepare students for their business project. The core focus is on refining the Business Project and prepare for the interim presentation. The style of the seminars can include individual meetings, team workshops for readings, literature review, research methodology, and presentation rehearsal, all of which are intended to help students with their Interim and Final Presentations and Reports. Seminars are a combination of group study and individual and team tutorials depending on how the chief advisor deems necessary and suitable.	MBA-IB Student ONLY

Business Project

Course Number	Course Name	Area New	Type	Credit	Year	Module	Day, Period	Room	Instructor	Course Overview	Remarks
01PC701	Business Project	CA	P	8.0	2	FallBC	Intensive		F All Faculty	The Business Project is conducted in the student's final two terms, and is designed to integrate knowledge gained through lectures and seminars. The objective of the Business Project is to learn and apply practical business competencies, such as problem-solving and organizational management in actual business settings. Students at this stage would have completed one of the following: 1) In - Company Project (ICP) 2) Business Plan Development (BPD) 3) Independent Research Report (IRR) 4) Overseas Internship (OI) 5) Japan Internship (JI) Students are also required to present at the Final Presentation after they have passed the Interim Presentation and the Chief and Second Advisors have judged that requirements for all sections have been met. The presentation time allocated is 20 minutes followed by a 10 min Q&A session.	MBA-IB Student ONLY

AY2019 Timetable

as of 2019/3/4

Spring A	Time	Tue Apr 9, 16, 23, May 7, 14	Wed Apr 10, 17, 24, May 8, 15	Thu Apr 11, 18, 25, May 9, 16	Fri Apr 12, 19, 26, May 10, 17	Sat Apr 13, 20, 27, May 11, 18	Time	
	1,2 Period 8:55 - 11:35						01PC006 (Core) 121 Accounting I: Basic Accounting Theory <i>Junjian Gu</i> For 2019 incoming students	1,2 Period 8:55 - 11:35
	2,3 Period 10:20 - 13:00			Lecture			01PC436 607 Global Knowledge IV: Financial Crises <i>Richard Taggart Murphy</i> For 2018 incoming students	2,3 Period 10:20 - 13:00
	3,4 Period 11:45 - 15:00						Placement test for Business Mathematics and Introduction to Economics 121 04/13 (11:45 ~ 13:15) For 2019 incoming students	3,4 Period 11:45 - 15:00
	5,6 Period 15:10 - 17:50						01PC101 (Basic) 121 Business Mathematics <i>Xu, Kino, Ryoke</i> 04/20, 04/27, 05/11, 05/18 For 2019 incoming students	3,4 Period 11:45 - 15:00
	5,6 Period 15:10 - 17:50						01PC103 (Basic) 121 Introduction to Economics I <i>Tadashi Ono</i> <i>Aki Tonami</i> For 2019 incoming students	5,6 Period 15:10 - 17:50
	7,8 Period 18:20 - 21:00	01PC492 Applied International Political Economy 121 <i>Aki Tonami</i> For 2018 incoming students	01PC221 Introduction to Corporate Social Responsibility 121 <i>Caroline Tan</i>	01PC430 Business Communication Skills I <i>Shayne Torikawa</i> 121	01PC106 Introductory Data Analysis: Invitation to Quantitative Analysis 122 <i>Mina Ryoke</i>	01PC501 Business Simulation <i>Mina Ryoke</i> at #122 on 05/18 454	7,8 Period 18:20 - 21:00	
	Intensive	01PC306 MBA-IB Speaker Series I <i>Guest Speakers</i> TBA <Spring Intensive>	01PC604 Seminar IV All Faculty For 2018 incoming students <Spring AB intensive>	01PC403 International Conference Seminar I All Faculty <Annual>	01PC405 International Conference Seminar II All Faculty <Annual>			

AY2019 Timetable

as of 2019/3/4

Spring B	Time	Tue May 21, 28, Jun 4, 11, 18	Wed May 22, 29, Jun 5, 12, 19	Thu May 23, 30, Jun 6, 13, 20	Fri May 24, 31, Jun 7, 14, 21	Sat Jun 1, 8, 15, 22, 29	Time	
	1,2 Period 8:55 - 11:35						01PC001 (Core) Organizational Management I: Organizational Behavior <input type="text" value="121"/> <i>Hirohisa Nagai</i> For 2019 incoming students	1,2 Period 8:55 - 11:35
	3,4 Period 11:45 - 15:00					01PC003 (Core) <input type="text" value="121"/> Marketing I: Marketing Management <i>Caroline Tan</i> For 2019 incoming students	3,4 Period 11:45 - 15:00	
						01PC509 Operations Management VI: System Design Theory <input type="text" value="117"/> <i>Yasunobu Kino</i> For 2018 incoming students		
	5,6 Period 15:10 - 17:50						01PC601 Seminar I <input type="text" value="121"/> <i>All faculty</i> 06/15, 06/22, 06/29 For 2019 incoming students	5,6 Period 15:10 - 17:50
	7,8 Period 18:20 - 21:00		01PC328 Entrepreneurship I: Entrepreneurship <input type="text" value="121"/> <i>Manuel Ploch</i>	01PC102 Data Analysis I: Introduction to Data Analysis <input type="text" value="122"/> <i>Mina Ryoke</i>	01PC105 Introduction to Economics II <input type="text" value="121"/> <i>Tadashi Ono</i> <i>Aki Tonami</i> For 2019 incoming students		01PC008 (Core) Operations Management I: Operations Management+ <input type="text" value="121"/> <i>Xu, Kino, Ryoke</i> For 2019 incoming students	7,8 Period 18:20 - 21:00
Intensive	01PC410 Global Management III: International Peace Operations Garren Mulloy Mondays 18:20 - 21:30; 05/20, 05/27, 06/03, 06/17 <input type="text" value="121"/> <Spring B Intensive>							

AY2019 Timetable

as of 2019/3/4

Spring C	Time	Tue Jun 25, Jul 2, 9, 16, 23	Wed Jun 26, Jul 3, 10, 17, 24	Thu Jun 27, Jul 4, 11, 18, 25	Fri Jun 28, Jul 5, 12, 19, 26	Sat Jul 6, 13, 20, 27, Aug 3	Time
	1,2 Period 8:55 - 11:35						01PC007 (Core) Global Management I: International Relations and Economics 121 <i>Aki Tonami</i> For 2019 incoming students
3,4 Period 11:45 - 15:00						01PC002 (Core) Human Resource Management I: Human Resource Management <i>Yi Zhu</i> 121 For 2019 incoming students	3,4 Period 11:45 - 15:00
5,6 Period 15:10 - 17:50						01PC502 122 Data Analysis II: Principle of Quantitative Research <i>Mina Ryoke</i>	5,6 Period 15:10 - 17:50
7,8 Period 18:20 - 21:00	01PC506 Operations Management IV: Project Management <i>Yasunobu Kino</i> 122	01PC504 Operations Management II: Decision Analysis 122 <i>Hua Xu</i> 06/26, 07/03, 07/17, 07/22 (Mon), 07/24	01PC307 Accounting II: Financial Analysis 121 <i>Junjian Gu</i>			01PC004 (Core) Business Strategy I: Business Strategy 121 <i>Takashi Hirai</i> For 2019 incoming students	7,8 Period 18:20 - 21:00
Intensive	01PC602 Seminar II <i>All Faculty</i> For 2019 incoming students <Spring C/Fall A Intensive> 121	01PC605 Seminar V <i>All Faculty</i> For 2018 incoming students <Spring C/Fall A Intensive>	01PC005 (Core) Finance I: Corporate Finance <i>Tadashi Ono</i> All Saturdays; 11:45 ~ 15:00; 08/10 (#122), 08/24 (2F; Rm8) , 08/31 (2F; Rm8), 09/07 (#122), 09/28 (#122) For 2019 incoming students <Summer Vacation Intensive>	01PC206 Human Resource Management III: Global Business and International Human Resource Management <i>Yi Zhu</i> 18:20 ~ 21:00; 09/03 (Tue), 09/10 (Tue), 09/13 (Fri), 09/30 (Mon) 121 15:10 ~ 17:50; 09/07 (Sat) <Summer Vacation Intensive>	01PC329 Entrepreneurship II: Demand Chain and Innovation <i>Takashi Hirai</i> All Wednesdays; 18:20 ~ 21:00; 08/28, 09/04, 09/11, 09/18, 09/25 <Summer Vacation Intensive> 122		
	01PC418 121 Global Knowledge II: International Relations <i>Misato Matsuoka</i> 18:20 ~ 21:00; 09/06 (Fri), 09/20 (Fri), 09/24 (Tue), 09/26 (Thu), 09/27 (Fri) <Summer Vacation Intensive>	01PC440 Business Studies I (Seminar) <i>Caroline Tan</i> TBA <Summer Vacation Intensive>	01PC441 Business Studies II (Fieldwork) <i>Caroline Tan</i> TBA <Summer Vacation Intensive>	01PC496 Business Communication Skills II <i>Leslie Anne James</i> All Saturdays; 8:55 ~ 11:35; 08/24 (2F; Rm8), 08/31 (2F; Rm8), 09/07 (#122), 09/14 (#122), 09/21 (#122) <Summer Vacation Intensive>			

AY2019 Timetable

as of 2019/3/4

Fall A	Time	Tue Oct 1, 8, 15, 29, Nov 5	Wed Oct 2, 9, 16, 23, 30	Thu Oct 3, 10, 17, 24, 31	Fri Oct 4, 11, 18, 25, Nov 1	Sat Oct 5, 19, 26, Nov 2, 16	Time
	1,2 Period 8:55 - 11:35						01PC201 Organizational Management II: Professional Manager <i>Hirohisa Nagai</i> 121
3,4 Period 11:45 - 15:00				Lecture Room		01PC311 121 Marketing II: Market Research - Cases and Application <i>Caroline Tan</i>	3,4 Period 11:45 - 15:00
5,6 Period 15:10 - 17:50						01PC421 Cross Cultural Management I: Managing Across Borders <i>Remy Magnier-Watanabe</i> 121	5,6 Period 15:10 - 17:50
7,8 Period 18:20 - 21:00	01PC505 Operations Management III: Risk Analysis 122 <i>Hua Xu</i> 10/01, 10/07(Mon), 10/08, 10/29, 11/05	01PC330 Technology Management <i>Takashi Hirai</i> 121	01PC204 Business Ethics <i>Tadashi Ono</i> <i>Caroline Tan</i> 121	01PC308 Accounting III: Managerial Accounting <i>Junjian Gu</i> 121	01PC503 Data Analysis III: Data Mining <i>Mina Ryoke</i> 122		7,8 Period 18:20 - 21:00
Intensive	01PC310 MBA-IB Speaker Series II <i>Guest Speakers</i> TBA <Fall Intensive>	01PC443 Special Research Seminar (CSR) I <i>Caroline Tan</i> TBA <Fall Intensive>	01PC445 Special Research Seminar (CSR) II <i>Caroline Tan</i> TBA <Fall Intensive>				

AY2019 Timetable

as of 2019/3/4

Fall B	Time	Tue Nov 12, 19, 26, Dec 3, 10	Wed Nov 6, 13, 20, 27, Dec 4	Thu Nov 7, 14, 21, 28, Dec 5	Fri Nov 8, 15, 22, 29, Dec 6	Sat Nov 30, Dec 7, 14, 21, Jan 11	Time
	1,2 Period 8:55 - 11:35						01PC205 Human Resource Management II: Stress Management 122 <i>Hisataka Takasugi</i>
3,4 Period 11:45 - 15:00						01PC207 Business Anthropology <i>Yi Zhu</i> 121	3,4 Period 11:45 - 15:00
5,6 Period 15:10 - 17:50						01PC301 Finance II: Valuation <i>Tadashi Ono</i> 121	5,6 Period 15:10 - 17:50
7,8 Period 18:20 - 21:00	01PC425 Global Knowledge I: Practical Aspects of Business Law I <i>Thomas Witty</i> 121	01PC337 Business Model Innovation <i>Takashi Hirai</i> 121			01PC340 Intellectual Property Strategy for Creative Industries <i>Toru Kodama</i> 121	01PC224 Executive Soft Power for Global Business Management <i>Shinji Yoko</i> 121	7,8 Period 18:20 - 21:00
Intensive	01PC603 Seminar III <i>All Faculty</i> For 2019 incoming students <Fall BC Intensive>	01PC701 Business Project <i>All Faculty</i> For 2018 incoming students <Fall BC Intensive>					

AY2019 Timetable

as of 2019/3/4

Fall C	Time	Tue Dec 17, 24, Jan 7, 14, 21	Wed Dec 11, 18, Jan 8, 15, 22	Thu Dec 12, 19, Jan 9, 16, 23	Fri Dec 13, 20, Jan 10, 17, 24	Sat Jan 18, 25, Feb 8, 15, 22	Time	
	1,2 Period 8:55 - 11:35						01PC401 Global Skills I: Coaching to Grow People <i>Hisataka Takasugi</i> 122	1,2 Period 8:55 - 11:35
	3,4 Period 11:45 - 15:00						01PC444 Case Study Practice <i>TBA</i> 607	3,4 Period 11:45 - 15:00
	5,6 Period 15:10 - 17:50						01PC510 Operations Management VII: Principles of Artificial Intelligence and Its Social Implementation for Business Applications <i>Takao Terano</i> 121	5,6 Period 15:10 - 17:50
	7,8 Period 18:20 - 21:00	01PC302 Finance III: Derivative <i>Tadashi Ono</i> 607	01PC438 Business Project Writing <i>TBA</i> 121	01PC422 Cross Cultural Management II: The Challenges of Globalization <i>Remy Magnier-Watanabe</i> 121				7,8 Period 18:20 - 21:00
Intensive								

Study Guidelines at MBA Program in International Business

1. Courses and Required Credits for Completion

Area	Categories	Required Elective	Credits required	Remarks	
Applied Courses	Core Courses	Required	8		
	Elective Courses	Organizational Management	Elective	24 ~	(*1)
		Business Strategy			
		International Adaptability			
		Applied Information			
	Seminars	Required	5		
Business Project	Required	8			
Others	Basic Courses	Required	0 ~ 2	(*2)	
Total credits required to complete the program			45 ~	(*3)	

Note 1:

A total of 10 credits from other graduate programs can be counted towards credits required for completion upon approval by the MBA-IB faculty.

Note 2:

Pass / Non-pass basis

Requirement determined by placement test (Students must either pass placement test or take the basic courses)

Note 3:

Credits earned from Basic Courses are not included in the credit requirement for completion.

2. Requirements to Complete the MBA-IB Program

In order to complete the program, students are required to fulfill the following conditions.

- 1) Lectures and Seminars: Complete core courses (8 credits), basic/elective courses (24/26 credits or more), and seminars (5 credits)
- 2) Business Project (8 credits): After completion of the lectures and seminars described above, students must conduct a 3-month Business Project. Students must complete all required classroom work before beginning their Business Project. Furthermore, in order to start their Business Project, students must have an accumulated GPA of 3.0 or higher by the end of the 9th term when they give their interim presentation and must be approved by the faculty based on the recommendations of their Chief and Second Advisors after successful completion of

their interim presentation and submission of a satisfactory interim report.

3. Grading

MBA-IB program uses the GPA (Grade Point Average) system. Grades will be given based upon assignments, examinations, class participation, and other factors. The weight of each factor will differ by course.

For courses with 15 or more registered students, the grade point system and the approximate distribution that will be applied are shown below. "D" is a failing grade, and "E" is a withdrawal grade.

For courses registered with fewer than 15 students, an approximate average grade of "B" is given for the class. GPA is calculated by adding all grade points earned and dividing this total by the total number of credits taken. An "E" grade is not used in the GPA calculation. Students receiving a "D" or "E" may repeat the course.

However, for students who previously earned a "D," a "B" grade is the highest grade possible when re-taking the same course. Some elective courses are not offered every year.

Grade Distribution

A	(4.0)	}	20%
A⁻	(3.7)		
B⁺	(3.3)	}	70%
B	(3.0)		
B⁻	(2.7)		
C⁺	(2.3)	}	10%
C	(2.0)		
C⁻	(1.7)		
D	(0.0)		
E	(no grade point for withdrawal)		

4. Conferral of Degrees

The degree conferred upon completion of all requirements is a Master of International Business Administration degree.

5. Others

Students from other programs or departments may enroll in MBA-IB courses if they obtain permission from the course instructor at least one week before the start of the course. However, there are the following restrictions:

- Students from other departments may enroll in up to 3 credits worth of MBA-IB courses per term for up to a maximum total of 10 credits.
- Students may not enroll in Core courses, Seminars, Basic Courses or Business Project.