

※2023年秋期 最終開講につき、履修可能年次を3年から1年に引き下げています。
3年次相当の難易度となりますので履修の際はよくご検討ください。

前期の科目終了時アンケート結果は[コチラ](#)から参照ください

科目コード(準備中)

0000

本科目は、現在廃止されています

授業科目名	担当教員名	履修区分	配当年次	開講期	単位	DP対応
International Management Basics	Nigel Denscombe	G:選必 D:選必	1	秋	3	準備中
科目概要						
<p>International Management Basics (IMB) is a big picture base-level course, which is designed to give critical general understandings about why a firm should be in international business and also develop critical skill areas in the management capabilities that are needed to successfully manage firms operating in the international domain.</p> <p>IMB was designed to build on the soft/hard base skills developed in GMP Prep Courses “A and B” and continues with the focus on integrating skills and knowledge together through a “synergistic” approach to value-oriented learning to meet the key learning needs of globally-oriented students – but those with similar business understandings that are given in Prep Course “A” and “B” can still greatly benefit from IMB (See below).</p>						

	必須	推奨
事前学習科目	No pre-course requirements (see below)	GMP Prep Course A
事後学習科目		

Pre-Course requirements and suggested study plan

IMB has no pre-course requirements and can be taken as a “stand alone” course, as it is a broad base-level course about how to be successful as a global manager in cross-border business, and just about anyone interested in the global business domain can greatly benefit from the integrated topics discussed.

GMP curriculum study map – Suggested but not required

While not required, some students find that the best “curriculum study map” is to first take Prep Course “A” (**PCA**) and/or Prep Course “B” (**PCB/Course closed in 2023 Spring**) before **IMB**.

But this is **not** required, and any student can benefit by jumping straight into **IMB**, if they want to do that. No problem - it is okay to do that, and many students greatly benefit by doing this.

学びの目的とゴール

International Management Basics (IMB) – Winning in International business

IMB will focus on what companies need to do to win in the international business environment and how to manage resources to get to the goal of new global value creation, in developed or emerging economies.

IMB will take three core functional business topics – Strategy, Marketing and Finance – and integrate them together in the context of how to win in international business. In the international domain, lectures focus on the different approaches and business models that may be required for success.

To facilitate this learning process, in addition to the lecture learning videos, the course focuses on the same business case study for several lectures (2 case studies will be used running sequentially for 3 lectures each: Case1 and case2), but each explores global business topics from different perspectives.

Lecture 1 – International Business and Globalization: The big picture and course overview

Lecture 2 – Globalization: Understanding the global political, macro-economic, cultural contextual forces

Lecture 3 – Winning in international business: Global growth strategies

Lecture 4 – Winning in international business: New market entry and marketing strategies

Lecture 5 – Winning in international business: Business ethics and capitalism on global stage

Lecture 6 – Minimizing firm's capital risks while aligning chances for success with its mission/vision

Lecture 7 – Corporate governance, strategy, stakeholders and new value creation on global stage

Lecture 8 – Building and leading a global-oriented organization with winning cross-border culture

Case1: IKEA in Russia–Ethical Dilemmas

Case 2: “Language and Globalization–Englishnization at Rakuten

The overall learning objective is to provide some base level and integrated understandings of operating in a global business domain so that students can present ideas with confidence and make sensible global business decisions in the class discussions. IMB itself will also form the base level for follow-on focused GMP courses, which will concretely expand on various topics discussed here.

評価の観点	評価割合	評価の方法
平常点	20%	受講認証を参考に総合的に評価する。
授業の理解	70%	議論・課題への参加 ※発言評価の内訳は以下とする －各Exercises PART 2 の取り組み 70% －各Exercises PART 1 の取り組みは任意だが加点対象
試験	10%	最終試験(プレゼンテーション)

担当教員からのフィードバック方法

- ・教員から学生個別に返信投稿
- ・教員からのメールチャリング

・開講期の初期に任意イベント(オンライン)を実施

教科書	開講時に指定
参考図書	なし

教員紹介

Nigel Denscombe (ナイジェル デンスコム) 教授

「教室で教え、実業で実践」

デンスコム・コーポレーションCEO、ビジネス・ブレイクスルー大学教授、国際大学大学院国際経営学研究科特別招聘教授、名古屋商科大学商学部教授・大学院マネジメント研究科教授、早稲田大学大学院 商学研究科非常勤講師・"Japan New Market Entry" ビジネスプランメンター

グローバル企業の管理職/企業オーナーとビジネス教育者としての2つの顔を持つ新しいタイプの実務家。2001年にビジネスと教育を結ぶ架け橋として東京及びニューヨークを拠点とするデンスコム・コーポレーション(www.denscombe.co.jp)を設立。企業やビジネス・スクール等に戦略コンサルティングやビジネス教育ソリューションを提供する。ハーバード大学及び大学院を卒業後(MBA)、バンカーズ・トラストで投資に携わり、バンク・オブ・アメリカで企業金融および資本市場担当のマネージング・ディレクターを務める。

"Teaching it in the classroom, doing it in the real business world"

CEO, Denscombe Corporation; Professor, Business BreakThrough University; Specially Invited Professor, Graduate School of International Management, IUJ; Professor, Faculty of Commerce, Professor, Division of Business Administration, Nagoya University of Commerce and Business; Management Lecturer and "Japan New Market Entry" Business Plan Mentor, Waseda University Graduate School of Commerce

Nigel is a new kind of "hybrid" businessperson, standing at the intersection of two key roles: global manager/owner and business educator. This is why in 2001 he created a Tokyo/New York firm, Denscombe Corporation (www.denscombe.co.jp) to "bridge" business and education by providing strategic management consulting solutions for corporate clients/business schools and business education solutions for them as well. After graduating from Harvard College (BA) and Harvard Business School with an MBA, Nigel worked in investment banking and strategic management at Bankers Trust Company and also as a Managing Director in Corporate Finance and Capital Markets at Bank of America.

回数	学習内容	学習課題
1	<u>Lecture 1</u> – International Business and Globalization – The big picture and course overview	What is management in a business? What is different about international management? How/why do firms engage in cross-border business? How does globalization affect a firm's management? What skills do international managers need?

2	<p><u>Lecture 2</u> – Globalization – Understanding the global political and cultural contextual forces</p>	<p>Cross-border macro-issues and geopolitical/economic CAGE Framework for analyzing cross-border cultural differences in business “PEST analysis” and “5-forces industry analysis” as tools to assess new market entry</p> <p>*CAGE: Cultural, Administrative, Geographic, Economic *PEST: Political, Economic, Social, Technology”</p>
3	<p>Lecture 2 Exercises – Case1: IKEA in Russia – Ethical Dilemmas</p>	<p>Cross-border review exercises from lecture 2. Case study exercises related to CAGE/PEST/5-forces frameworks</p>
4	<p><u>Lecture 3</u> – Winning in international business – Global growth strategies</p>	<p>The Strategy of International Business Winning the game: Global and cross-border strategies Winning the game: Globalizing the strategic positioning Competing by innovating the customer value proposition Building the cross-border business model</p>
5	<p>Lecture 3 Exercises – Case1: IKEA in Russia – Ethical Dilemmas</p>	<p>Cross-border strategy exercises from lecture 3. Case exercises related to business model innovation</p>
6	<p><u>Lecture 4</u> – Winning in international business – New market entry and marketing strategies</p>	<p>Assessing international markets and entry modes “CAGE/PEST/5-forces” framework for new market entry Building up cross-border marketing strategies SWOT/3Cs, Segmentation, Targeting, Positioning, 4Ps</p> <p>**4Ps”=Product, Price, Promotion, Place **5-Forces Industry Analysis” by Prof. Michael Porter</p>
7	<p>Exercises – Case1: IKEA in Russia – Ethical Dilemmas</p>	<p>Cross-border marketing exercises from lecture 4. Case study exercises related to marketing</p>
8	<p>Lecture 5 – Winning in international business – Business ethics & capitalism on global stage</p>	<p>Business ethics on the global stage Ethics, corruption and doing the “right thing” locally</p>
9	<p>Exercises –</p>	<p>Business ethics/Capitalism exercises from lecture 5.</p>

	Case1: IKEA in Russia – Ethical Dilemmas	Case study exercises related to marketing.
10	<u>Lecture 6</u> – Winning in international business – Minimizing firm's capital risks in global domain while aligning chances for success with it's mission/vision	Capital markets, cross-border financing, Mergers & Acquisitions, strategic alliances Primary goal is to be able to assess whether a business organization should expand cross-border/globally by organic internal growth or by M&A/strategic alliances Secondary aim is to give simple understandings of how finance fits into a global business enterprise, especially through 3 financial statements – Profit/Loss, Balance Sheet, Cash Flow
11	Exercises – Case2: Englishnization at Rakuten	Review exercises based on lecture 6. Case study exercises related to new market entry, finance, capital markets, M&A and strategic alliances.
12	<u>Lecture 7</u> – Winning in international business – Governance, strategy, stakeholders and new value creation on global stage	Creating global value through leadership and good corporate governance and control – Governance to preserve/create new value, and relate this to stakeholders, strategy/marketing, financial performance and value creation in cross-border context.
13	Exercises – Case2: Englishnization at Rakuten	Review exercises from lecture 7. Case study exercises related to.
14	<u>Lecture 8</u> – Winning in international business – Building and leading a global-oriented organization with winning cross-border culture	Aim is to pull everything together from Lectures 2-7, and fully integrate the pieces. Special focus on organizational challenges and building and leading business culture for success on global stage
15	Exercises – Final Course Presentation – Case2: Englishnization at Rakuten	Review wrap-up exercises from lecture 8. Final Exam Presentation (slides) – Case study assignment related to the key global-oriented issue related to case study recommendation. Presentation will draw on learning from Lectures 2-8, and will be the “final exam” for the course

※開講や課題出題のスケジュールは、別途配布している配信スケジュールを確認してください。

受講上の注意

※Global Management Program (GMP)とは:

英語で経営知識を学ぶ科目群。英語でのコミュニケーションを土台とするグローバルビジネスにおいて必要な経営知識・ビジネスに対する総合的な理解を醸成することがミッション。グローバルな環境において状況を適切に分析し、効果的に問題を解決し、自信を持って活躍できる次世代のリーダーを育成することを目的とする。

※GMP Prep Course A・B:

GMP科目群を受講するために必要な基本知識、スキルを身につけることを目的とする。

GMP Prep Course A - 英語でビジネスを行う際に必要な説得力、自身の基礎を築く。(コミュニケーションに焦点)

GMP Prep Course B - 戦略・マーケティング・ファイナンスの分野別基礎を英語で学ぶ。(経営知識に焦点)(2023年春期に廃止しています)

・学習はすべて英語で行われます。英語のレベルとしてはサンプル講義が理解できる程度を目安とします。

・すべての講義を受講して視聴認証を取得すること。

・講義受講とは別途、提示された課題に基づき「フォーラム」でディスカッションへ参加(英語での投稿)すること。

・上記の活動(講義受講、議論、最終試験)への参加はすべて成績評価の対象とします。

※ 単位認定には、顔認証による本人確認が必要です。