

<b>Class Title :</b> Accounting System Design 2 <b>Instructor :</b> Toshifumi Takada <b>Semester :</b> Spring				
<b>Course Number:</b> EAC-ACC670				
<b>Teaching Language :</b> English				
<b>1. Course Objectives and Outline</b>				
<p>Students who completed Accounting System Design 1 can take this course Accounting System Design 2. There are 3 accounting reporting systems in Japan; disclosure for investors by Financial Instruments and Exchange Act, financial statements for stakeholders by Companies Act and tax return by Corporation Tax Act. These accounting reporting systems use their accounting standards. The objective of this course is to understand both the differences and the philosophy of the accounting reporting.</p>				
<b>2. Learning Goal</b>				
<p>Students can understand the basic philosophy of the Japanese accounting reporting systems.</p>				
<b>3. Course Content and Schedule</b>				
<p>Class is to be held on every 1<sup>st</sup> and 3<sup>rd</sup> Saturday and Sunday, 13:00 – 14:30 from April 6 to July 20, 2019; 15 classes including Examination.</p>				
#	Date	Topic	Content	Reference
1	Apr 6	Issues of Company Act	Ownership and Management	PPT
2	Apr 7	Discussion, Presentation and Bookkeeping	Group Discussion Presentation and Bookkeeping Exercise	PPT
3	Apr 20	Corporation Tax Act	High Tax Rate Rule-based standards	PPT
4	Apr 21	Discussion, Presentation and Bookkeeping	Group Discussion Presentation and Bookkeeping Exercise	PPT
5	May 4	Rule and Principle-Based Accounting Standards	Tax Act Standards and IFRS	PPT
6	May 5	Discussion, Presentation and Bookkeeping	Group Discussion Presentation and Bookkeeping Exercise	PPT
7	May 18	Quality of Accounting Reporting	How to secure the Quality of Accounting Reporting	PPT

8	May 19	Discussion, Presentation and Bookkeeping	Group Discussion Presentation and Bookkeeping Exercise	PPT
9	June 1	Role of Auditing	External Audit Statutory Audit Internal Audit	PPT
10	June 2	Discussion, Presentation and Bookkeeping	Group Discussion Presentation and Bookkeeping Exercise	PPT
11	June 15	Accounting Fraud	Globalization and Difficulty to detect Accounting Fraud	PPT
12	June 16	Discussion, Presentation and Bookkeeping	Group Discussion Presentation and Bookkeeping Exercise	PPT
13	July 6	Preventing Accounting Fraud	Computer Aided Audit Techniques Data Analytics	PPT
14	July 7	Discussion, Presentation and Bookkeeping	Group Discussion Presentation and Bookkeeping Exercise	PPT
15	July 20	Examination		

#### 4. Assessment Criteria

- (1) 30%: Attendance
- (2) 20%: Report and Presentation
- (3) 50%: Final examination

#### 5. Requirement

Concentrate on lecture. No smart phone and food during the class.

#### 6. Preparation and Review

To read reference books beforehand and to make a question after the class

#### 7. Note (Requirements, E-mail, Office Hour)

The knowledge of bookkeeping and cost accounting is required.

Email: [ttakada0830@gmail.com](mailto:ttakada0830@gmail.com)

Office Hour: after the class

Class Title : Financial Accounting 2      Instructor : Hiroko Inokuma      Semester : Spring

Course Number: EAC-ACC671

Teaching Language : English

**1. Course Objectives and Outline**

Financial Accounting is a critical element of economic infrastructure, which is to provide financial information about an entity for its stakeholders and thus fulfill its accountability obligation. In Japan, the financial accounting consists of two systems; the financial reporting system under the Financial Instruments and Exchange Act(FIEA) and the statutory reporting system under the Companies Act. Financial reports in these systems must be prepared in accordance with Generally Accepted Accounting Principles (GAAP) of Japan. Moreover, those systems are interrelated with the tax accounting system.

In this course, the students will study the basic and intermediate/advanced concepts, frameworks and rules of Japan GAAP and its relationship with the society and the economy. Though the concepts and rules of the IFRS are regarded as a part of Japan GAAP, the students are also required to study other elements of Japan GAAP, including the concepts and rules of Japanese tax accounting systems.

In addition, we'll discuss about the fundamental and advanced topics on international accounting and auditing theories in this lecture class.

In a similar way of FA1 lecture class, we'll learn not only the basic concepts and general rules/procedures of accounting standards in fundamental and intermediate level, but also the academic issues surrounding the topics.

**2. Learning Goal**

In this lecture class, students are expected to develop their capabilities to understand intermediate level of financial accounting issues. Since it is said that Accounting is a language for business, we'll set our learning goal as to acquire the capability reading and analyzing financial information provided by companies. In addition, we'd like to learn about current auditing and international accounting issues.

**3. Course Content and Schedule**

#	Date	Topic	Content	Reference
1	2019 4.10	Class Introduction	Class Objective, Outline, Method, Evaluation And Class Expectation.	PPT
2	4.17	Equity, convertible securities	Dilutive Securities and Earnings per Share	PPT Kieso,Ch.16

3	4.24	Investment(1)	Accounting framework for financial assets, accounting for debt investments at amortized cost/ fair value, Accounting for equity investments at fair value, equity method and fair value method Impairment of debt investment	PPT Kieso,Ch.17
4	5.01	Investment(2) Accounting for Derivative Instruments	Defining derivatives, basic principles in accounting for derivatives, Derivatives used for hedging-fair value hedge and cash flow hedge	PPT Kieso,Ch.17 Appendix17A
5	5.08	Revenue Recognition(1)	Overview of revenue recognition, New revenue recognition standard, five-step process, other revenue recognition issues	PPT Kieso,Ch.18
6	5.15	Revenue Recognition(2)	Long-term construction contracts, Revenue recognition over time, percentage-of –completion method Cost-recovery method Revenue recognition of franchises	PPT Kieso,Ch.18 Appendex18A, 18B
7	5.22	Accounting for Income Taxes	Fundamentals of accounting for income taxes, future taxable amounts and deferred taxes, deferred tax asset/liability, temporary differences, permanent differences, tax rate consideration, F/S presentation	PPT Kieso, Ch.19
8	5.29	Accounting for Pensions and Postretirement Benefits	Nature of pension plans, defined contribution plan, defined benefit plan, the role of actuaries in pension accounting, accounting for pensions Using a pension worksheet Reporting pension plans in F/S	PPT Kieso,Ch.20
9	6.05	Accounting for Leases	The leasing environment, the nature, economic substance, and advantages of lease transactions Accounting by the lessee-capitalization criteria, finance lease method, operating method, Accounting by the lessor- economics of leasing, direct-financing method, operating method, residual values	PPT Kieso,Ch.21

10	6.12	Accounting Changes and Error Analysis	Accounting changes: change in accounting policy and change in accounting estimate Direct and indirect effects of changes Accounting errors, error analysis	PPT Kieso,Ch.22
11	6.19	Statement of Cash Flows	Usefulness of the statement of cash flows, Classification, cash and cash equivalents, Format of statement of cash flows, indirect method, direct method, special problems in statement preparation	PPT Kieso,Ch.23
12	6.26	Presentation and Disclosure I Financial Reporting	Full disclosure principle, notes to the F/S, common notes, Disclosure issues-Disclosure of special transactions or event, subsequent events, segmented information reported, interim reports Auditor's and management's reports Current reporting issues	PTT Kieso,Ch.24
13	7.03	International Accounting issues	Globalization and Accounting and Auditing system(1) fundamental issues in international accounting	PTT Reference materials prepared later
14	7.10	Current topics of international accounting	Globalization and Accounting and Auditing system(2)- non-financial information, integrated reporting, business reporting	PPT Reference materials prepared later
15	7.17	Wrap-up	Class reflection: What learned this semester?	PPT

Possible alternative dates: July 24<sup>th</sup> and July 31<sup>st</sup>.

#### 4. Assessment Criteria

- (4) 30%: Attendance and class participation, Frequency and quality of remarks in class
- (5) 40%: Short essays and quizzes(including homework)
- (6) 30%: Final examination

#### 5. Textbook and Reading List

##### **Textbook**

*Intermediate Accounting: IFRS Edition, 2nd Edition,*

Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield, July 2014, Wiley.

Mainly learn from Chapter 16 to Chapter 24

20 copies are available at Hirai campus.

## Reading List/References

### Fundamental Books

- Beaver, W.H. (1981) *Financial Reporting : An Accounting Revolution*, 3rd Edition (Translated into Japanese, 伊藤邦雄訳(2010)、『財務報告革命[第3版]』白桃書房、pp175-225。
- Christensen, J. and J. Demski(2002)*Accounting Theory: An Information Content Perspective*, McGraw-Hill, Translated into Japanese, 佐藤紘光他訳 (2007) 『会計情報の理論—情報内容パースペクティブ』中央経済社。
- Sunder, S. (1997), *Theory of Accounting and Control*, South-Western College Publishing , Translated into Japanese, 山地秀俊、鈴木一水、松本祥尚、梶原晃訳(1998)、『会計とコントロールの理論 契約理論に基づく会計学入門』勁草書房。
- Watts, R. L. and J. L. Zimmerman, 1986. *Positive Accounting Theory*. Prentice-Hall, Engelwood Cliffs, New Jersey. Translated into Japanese, 須田一幸訳 (1990) 『実証理論としての会計学』白桃書房。
- William R. Scott (2014) *Financial Accounting Theory*, Prentice Hall; 7th edition, Translated into Japanese, 太田康広、椎葉惇、西谷順平訳(2008) 『財務会計の理論と実証』中央経済社。
- Previts et al. (2011) *A Global History of Accounting, Financial Reporting and Public Policy, Asia and Oceania*, Studies in the Development of Accounting Thought Volume 14C, The University of Sydney, Emerald Group Publishing Limited, Chapter 5 JAPAN, Part Two: Postwar to Present, by Shizuki Saito, pp.185-202.

### Japanese Accounting and Auditing System

- American Institute of Certified Public Accountants (1988) *The Accounting Profession in Japan*, Professional Accounting in Foreign Countries Series, 81 pages.
- The Japanese Institute of Certified Public Accountants(JICPA), *Corporate Disclosure in Japan – Overview* (Sixth Edition), 2010, available at <https://www.hp.jicpa.or.jp/english/about/publications/pdf/PUBLICATION-Overview2010.pdf>
- — (JICPA), *Corporate Disclosure in Japan – Accounting* (Third Edition), July 1999.
- — (JICPA), *Corporate Disclosure in Japan – Reporting* (Fourth Edition), December 2002.
- — (JICPA), *Profession in Japan 2008*, available at <http://www.hp.jicpa.or.jp/english/accounting/becoming/index.html>
- — (JICPA), *Corporate Disclosure in Japan – Auditing* (Fifth Edition), July 2013, available at <https://www.hp.jicpa.or.jp/english/about/publications/pdf/PUBLICATION-Auditing2013.pdf>

### Understand Japanese accounting theory

- Someya,K. (1996) *Japanese Accounting: A Historical Approach*.
- Ito, Kunio and Makoto Nakano (2014) *International Perspectives on Accounting and Corporate Behavior (Advances in Japanese Business and Economics)*
- Sunder, S. and H. Yamaji (ed.)(1999) *The Japanese Style of Business Accounting*, Quorum Books.
- Kawasaki, Teruyuki and Takashi Sakamoto (2014), *General Accounting Standards for*

*small-and Medium-Sized Entities in Japan*, Wiley.

### **Three GAAP comparison : JGAAP, IFRS, and USGAAP**

- <http://www.shinnihon.or.jp/services/ifrs/issue/ifrs-others/other/pdf/ifrs-jgaap-comparison-v30-E.pdf>
- [http://www.ey.com/Publication/vwLUAssets/EY-US-GAAP-vs-IFRS-the-basics-2013/\\$FILE/EY-US-GAAP-vs-IFRS-the-basics-2013.pdf](http://www.ey.com/Publication/vwLUAssets/EY-US-GAAP-vs-IFRS-the-basics-2013/$FILE/EY-US-GAAP-vs-IFRS-the-basics-2013.pdf)

### **International Accounting**

- Benston, G. J.,(ed.) M. Bromwich, R. E. Litan, and A. Wagenhofer (2006) *Worldwide Financial Reporting: The Development And Future of Accounting Standards*, Oxford University Press.
- Godfrey J.M. and K. Chalmers(ed.)(2007), *Globalisation of Accounting Standards*, Edward Elgar Publishing.

### **Auditing(classics)**

- Mautz, R.K. and H.A. Sharaf (1961) *The Philosophy of Auditing*, Monograph No.6, American Accounting Association, Translated into Japanese, 近澤弘治監訳(1987)『監査理論の構造』中央経済社.
- Wallace, W. A.,(1991) *Auditing Monographs, Second Edition*, Pws-Kent Publishing Company, Boston, Translated into Japanese, 千代田邦夫他訳 (1991)『ウォーレスの監査論—自由市場と規制市場における監査の経済的役割—』同文館出版.

### **6. Preparation and Review**

- Basically this course will consist of lecture, discussion, presentations (guest speakers), quizzes, homework and exams.
- It is encouraged to read textbook and reference materials before and after the class.

### **7. Note (Requirements, E-mail, Office Hour)**

- e-mail: hiroko.inokuma.d4@tohoku.ac.jp
- Office Hour: Before and after this class

Class Title : Tax Accounting 2		Instructor : Yiuwai Wong		Semester : Spring
Course Number: EAC-ACC672				
Teaching Language : English				
<b>1. Course Objectives and Outline</b>				
Learn feature points of the accounting standards for income taxes				
<b>2. Learning Goal</b>				
The aim of this course is for students to learn general content about tax accounting or tax planning that is taught in U.S. business school				
<b>3. Course Content and Schedule</b>				
No.	Date	Theme	Content	Materials, etc.
1	3/Apr/ 2019	Orientation	Purpose, overview, Grading scheme	PPT
2	10/Apr/ 2019	Tax planning fundamentals	Types of income tax planning, Restrictions on taxpayer behavior	PPT Reference book(※ 1)
3	17/Apr/ 2019	Choosing the optimal organizational form	Organizational forms for production goods and services, Computation of after-tax returns to pass-through and non-pass-through forms of organization	PPT Same as above
4	24/Apr/ 2019	Implicit taxes and clienteles, arbitrage, restrictions and frictions	Tax-favored status and implicit taxes, The importance of adjusting for risk differences, Organizational-form arbitrage	PPT Same as above Report
5	8/May/ 2019	Nontax cost of tax planning	Symmetric uncertainty, progressive tax rates and risk taking, Tax planning in the presence of risk sharing	PPT Same as above
6	15/May/ 2019	The importance of marginal tax rate and dynamic tax planning	Marginal tax rate, Tax planning for low marginal tax rate	PPT Same as above Report



		considerations	firms, Reversibility of tax plans	
7	22/May/ 2019	Compensation, Pension and Retirement Planning	Salary, deferred compensation, types of pension plans employee Stock-Ownership Programs	PPT Same as above
8	29/May/ 2019	Multinational tax planning (1)	Overview of multinational taxation, Investment decision	PPT Same as above
9	5/Jun/ 2019	Multinational tax planning (2)	Foreign tax credit limitations, Income shifting	PPT Same as above
1 0	12/Jun/ 2019	Corporations: formation, operation, capital structure and liquidation	Corporate formation, Taxation of corporate operations	PPT Same as above
1 1	19/Jun/ 2019	Introduction to mergers, acquisitions and divestitures	Reasons and types of mergers, acquisitions and divestitures, Major tax issues associated with mergers, acquisitions and divestitures	PPT Report
1 2	26/Jun/ 2019	Taxable acquisitions of corporations	Tax consequences of taxable corporation	PPT
1 3	3/Jul/ 2019	Student presentation		PPT
1 4	10/Jul/ 2019	Student presentation		PPT
1 5	17/Jul/ 2019	Wrap up	Feedback	PPT

#### 4. Assessment Criteria

Attendance (30%)、Frequency and quality of remarks in class (20%)、Presentations and papers (50%)

## **5. Textbook and Reading List**

Scholes, M., Wolfson, M., Erickson, M. Hanlon, M., Maydew, E., Shevlin, T. (2014) Taxes and Business Strategy: A Planning Approach. Pearson Education, Inc., Upper Saddle River, NJ.

## **6. Preparation and Review**

## **7. Note (Requirements, E-mail, Office Hour)**

[wong.yiu.wai.e6@tohoku.ac.jp](mailto:wong.yiu.wai.e6@tohoku.ac.jp), 9:30–18:30 Wednesday, Friday

Class Title : Management Accounting

Instructor : Zen-Ichiro Ishibashi

Semester : Spring

Course Number: EAC-ACC573

Teaching Language : English

## 1. Course Objectives and Outline

Instructor' s self-introduction :

- Hello ! This is my first semester to teach at IGSAP. Here is my self-introduction.
- I have built my career as Finance professional and practitioner. I have experienced three CFO (Chief Financial Officer) positions in the past 20 years at Intel Japan, D&M Holdings and Toysrus Japan.
- I received two MBAs, one from Stanford Business School in the U.S. and another from Hitotsubashi Business School in Japan. I learned management accounting from Professor Horngren and corporate finance from Professor Van Horne at Stanford Business School. I wrote a thesis about corporate finance practice in Japan at Hitotsubashi Business School.
- I have also received several finance professional certification credentials including CMA (Certified Management Accountant) and CFM (Certified in Finance Management) from IMA(Institute of Management Accountants), UC CPA Certificate from Illinois Accounting Board and US CIA(Certified Internal Auditor).
- CMA is a professional certification credential in the management accounting and financial management fields. The certification signifies that the person possesses knowledge in the areas of financial planning, analysis, control, decision support, and professional ethics. The CMA is a U.S. based, globally recognized certification offered by the IMA.
- IMA is the worldwide association of accountants and financial professionals in business. IMA is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. I am currently a board member of IMA Tokyo chapter and will be a member of IMA global board from this June.
- I am a self-appointed evangelist of CFO profession and FP&A (Finance Planning & Analysis) profession in Japan. CFO and FP&A as professions are still foreign concept in Japan. I am currently working with Japan Association for Chief Financial Officers as its senior research fellow and its chief of FP&A projects.

Management accounting is an essential tool that enhances a manager' s ability to make effective decisions. Because understanding concepts is more important than memorizing techniques, the class focuses on both theory and practice so that the students may understand how to apply information that is useful in day-today decision making in corporate environments.

This class will cover the following topics :

- Focus on Decision Making
- Accounting for Planning and Control

## 2. Learning Goal

The first goal is that the students will understand basic concepts of Management Accounting for decision making and planning and control in corporate environments.

The second goal is that the students will become familiar with the content of the examinations for 'CMA (Certified Management Accountants)' professional credential supported by IMA (Institute of Management Accountants) so that the student may decide to work for his and her certification.

## 3. Course Content and Schedule

The class will be held at Hirai campus from **13:00PM** to **14:30PM** on **every Tuesday** from the beginning of April to the end of July in 2019.

No class will be held on **April 30<sup>th</sup>**, **June 11<sup>th</sup>** and **June 18<sup>th</sup>**.

15 classes will be held in total.

### ● 1st Class

- Date : **April 2nd**
- Topic : Orientation and Introduction
- Content : Self-Introduction, Objective, Outline of the classes, Method and Evaluation
- Reference : PPT

### ● 2nd Class

- Date : **April 9th**
- Topic : Managerial Accounting, the Business Organization, and Professional Ethics
- Content : Why is accounting essential for decision makers ?, Major users and uses of accounting information, Role of budgets and performance reports, Cost-benefit and behavioral issues in designing an accounting system, Role of accountants and financial professionals in the company' s value-chain functions and why are ethics important to accountants and financial professionals ?
- Reference : Word document

### ● 3rd Class

- Date : **April 16th**
- Topic : Cost Behavior and Cost-Volume-Profit Relationships (1)
- Content : How do cost drivers affect cost behavior ?, How do changes in cost-driver levels affect variable and fixed costs ?, Step- and mixed-cost behavior, Cost-volume-profit (CVP) graph and its assumptions, Break-even sales volume, Sales volume to reach a

target profit, Contribution margin vs gross margin, Effects of sales mix on profits and CVP relationship on an after-tax basis.

➤ Reference : Word document

● 4th Class

➤ Date : **April 23rd**

➤ Topic : Cost Behavior and Cost-Volume-Profit Relationships (2)

➤ Content : How do cost drivers affect cost behavior ?, How do changes in cost-driver levels affect variable and fixed costs ?, Step- and mixed-cost behavior, Cost-volume-profit (CVP) graph and its assumptions, Break-even sales volume, Sales volume to reach a target profit, Contribution margin vs gross margin, Effects of sales mix on profits and CVP relationship on an after-tax basis.

➤ Reference : Word document

● 5th Class

➤ Date : **May 7th**

➤ Topic : Measurement of Cost Behavior

➤ Content : Management influences on cost behavior, Cost functions, Activity analysis for measuring cost functions and Measurement of cost behavior using the engineering analysis, account analysis, high-low, visual-fit and least-square regression methods.

➤ Reference : Word document

● 6th Class

➤ Date : **May 14th**

➤ Topic : Cost Management Systems and Activity-Based Costing (1)

➤ Content : Purposes of cost management systems, Relationship among cost, cost object, cost accumulation, and cost assignments, Direct cost vs indirect cost, Major reasons for allocating costs, Main types of manufacturing costs : direct material, direct labor, and indirect production costs, Financial statements of merchandisers and manufacturers, Main differences between traditional and activity-based costing (ABC) systems, Why do ABC systems provide value to managers ? and Activity-based management (ABM).

➤ Reference : Word document

● 7th Class

➤ Date : **May 21st**

➤ Topic : Cost Management Systems and Activity-Based Costing (2)

➤ Content : Purposes of cost management systems, Relationship among cost, cost object, cost accumulation, and cost assignments, Direct cost vs indirect cost, Major reasons for allocating costs, Main types of manufacturing costs : direct material, direct labor, and indirect production costs, Financial statements of merchandisers and manufacturers, Main differences between traditional and activity-based costing (ABC) systems, Why do

ABC systems provide value to managers ? and Activity-based management (ABM).

➤ Reference : Word document

● 8th Class

➤ Date : **May 28th**

➤ Topic : Relevant Information for Decision Making with a Focus on Pricing Decisions

➤ Content : Relevant information vs irrelevant information, Decision Process, Absorption and contribution-margin income statements, Decision on a special order and Pricing decisions. (Target Costing topic will NOT be covered.)

➤ Reference : Word document

● 9th Class

➤ Date : **June 4th**

➤ Topic : Relevant Information for Decision Making with a Focus on Operational Decisions

➤ Content : Differential analysis, Make or buy decisions, Decisions to add or delete products or departments, Optimal Use of Limited Resources : product-mix decisions and Sunk Cost : decisions to keep or replace equipment (Joint Product topic will NOT be covered.)

➤ Reference : Word document

● 10th Class

➤ Date : **June 25th**

➤ Topic : 1st Examination and Budgets and Preparing the Master Budgets(1)

➤ Content : How do budgets facilitate planning and coordination ?, Human relationship problems caused by budgets, Dysfunctional incentives in the budget process, Sales forecasting, Master budget, Operating budget and Financial budget

➤ Reference : Word document

● 11th Class

➤ Date : **July 2nd**

➤ Topic : Budgets and Preparing the Master Budgets(2) and Flexible Budgets and Variance Analysis

➤ Content : How do budgets facilitate planning and coordination ?, Human relationship problems caused by budgets, Dysfunctional incentives in the budget process, Sales forecasting, Master budget, Operating budget, Financial budget, Favorable and unfavorable variances, Flexible budget vs static budget, Computation of budget variances

➤ Reference : Word document

● 12th Class

➤ Date : **July 9th**

- Topic : Management Control Systems and Responsibility Accounting (1)
- Content : Relationship of management control systems to organizational goals, Importance of performance evaluation, Performance measures, Responsibility Accounting with a cost center, a profit center and an investment center, Segment income statements, Balanced scorecard.
- Reference : Word document

- 13th Class

- Date : **July 16th**
- Topic : Management Control Systems and Responsibility Accounting (2)
- Content : Relationship of management control systems to organizational goals, Importance of performance evaluation, Performance measures, Responsibility Accounting with a cost center, a profit center and an investment center, Segment income statements, Balanced scorecard.
- Reference : Word document

- 14th Class

- Date : **July 23rd**
- Topic : Management Control in Decentralized Organizations (1)
- Content : Benefits and costs of decentralization, How does the linking of rewards to responsibility center performance metrics affect incentives and risk ? Return on investment (ROI), Economic profits or EVA, How do management by objectives (MBO) aid the implementation of management control systems ? (Transfer Price topic will NOT be covered.)
- Reference : Word document

- 15th Class

- Date : **July 30th**
- Topic : Management Control in Decentralized Organizations (2) and 2nd Examination
- Content : Benefits and costs of decentralization, How does the linking of rewards to responsibility center performance metrics affect incentives and risk ? Return on investment (ROI), Economic profits or EVA, How do management by objectives (MBO) aid the implementation of management control systems ? (Transfer Price topic will NOT be covered.)
- Reference : Word document

#### 4. Assessment Criteria

(1) 50% : Attendance and class contribution account for 40% and 10% of the course grade respectively.

(2) 50% : Two examinations each account for 25% of the course grade respectively. 1st Examination held on **June 25th** and 2nd Examination held on **July 30<sup>th</sup>**

Evaluation will be conducted in accordance with absolute assessment criteria.

## 5. Textbook and Reading List

Charles T. Horngren, Gary L. Sundem, David Bugstahler, Jeff Schtzberg, **Introduction to Management Accounting, Sixteenth edition / Global edition** published by Pearson Educated Limited in 2014.

## 6. Preparation and Review

Pre-reading and review of assigned chapter of the textbook is required. Pre-reading and review of assigned chapter may take an average student 3 hours per week.

## 7. Note (Requirements, E-mail, Office Hour)

(1) Please bring a calculator.

(2) E-mail : [zen1484@yahoo.co.jp](mailto:zen1484@yahoo.co.jp)

(3) Office Hour : By appointment



**Class Title : Global Politics: Present and Future      Instructor : Prof. Hitoshi OHNISHI**

**Semester : Spring**

**Course Number: EAC-ECM670**

**Teaching Language : English**

**1. Course Objectives and Outline**

The aim of this advanced lecture course is to study the main issues in contemporary world politics. More concretely, in the course the students are requested to consider how and why the issues have emerged and developed and look for feasible solutions to them in order to build a future desirable global society.

**2. Learning Goal**

In the lecture course the students are expected to develop their capabilities to analyze the global issues and present their own original ideas on solutions to them.

**3. Course Content and Schedule**

The lectures will be given at 2:40-4:10 p.m. on Thursday from April to the end of July in 2019.

**Timetable of Classes**

1	Introduction to the lecture course
2	
3	Nuclear weapons
4	
5	Causes of war and designs for peace, Balance of power
6	
7	Globalization, and the rise of ethnocentric nationalism and populism: the age of a Trumpized World
8	Massive hunger and poverty
9	
10	Environmental problems and sustainable development
11	
12	Non-violence and alternative security
13	
14	Oral presentations made by students
15	

※A detailed orientation will be provided in the first class at 2:40-4:10 p.m. on 4 April. So, every student who intends to enroll on this lecture course is requested to be present in the first class without fail.

**4. Assessment Criteria**

Attendance    20%

Frequency and quality of remarks in class 20%

Short essays 30%

Term paper and oral presentation 30%

#### 5. Textbook and Reading List

Textbook: John Baylis, Steve Smith, and Patricia Owens (eds.), *The Globalization of World Politics: An introduction to international relations* 6th edition, Oxford University Press, 2014

#### 6. Reading assignments

The students who enrol on the lecture course are requested to read the relevant chapters in the textbook in advance. Which chapter(s) is/are relevant to each topic in the lecture will be advised in class. About 20 copies of the textbook will be available in IGSAP Office during the term.

Further readings and other kinds of material will be distributed, shown or advised in class as well.

#### 7. Notes

##### Papers

Each student is requested to submit several short essays on the topics in the lecture and a term paper in the final stage of the lecture course. The student is usually expected to make the term paper by improving one or some of the short essays he/she has already submitted. Each student is requested to make a brief presentation on her /his term paper in either of the final three classes as well.

##### Debates, questions and comments

Debates over the topics in the lecture will be frequently formed in class. The students are encouraged to express their own original views as much as possible.

Questions and comments will be welcome in and after class.

Class Title : Global Health 2    Instructor : Prof. Yoshitaka TSUBONO    Semester : Spring

Course Number: EAC-ECM689

Teaching Language : English

**1. Course Objectives and Outline**

This is an advance course for Global Health 1. See Objectives and Outline for Global Health 1.

**2. Learning Goal**

The students are expected to learn basic concepts, methods, and current status of global health issues and to apply these skills and knowledges to propose solutions for health issues of interest in their countries.

**3. Course Content and Schedule**

The lectures will be held from Aug 26 (Mon), 2019, through Aug 31(Sat), 2019 (6 consecutive days). Class hours will be determined.

**Timetable of Classes**

1	Introduction
2	Measuring the Global Burden of Disease
3	Globalization, Climate Change, and Human Health
4	Infectious Diseases
5	Noncommunicable Diseases
6	Mental Health
7	Natural Disasters, Armed Conflict, and Public Health
8	Global Health and the Law

Class contents are subject to modification according to the students' backgrounds and interests. This will be discussed in the first class.

**4. Assessment Criteria**

- (1) 30%: Attendance
- (2) 40%: Class participation, including presentation of summary of the textbook chapter assigned
- (3) 30%: Term paper, due by the end of the semester

**5. Textbook and Reading List**

Hunter DJ and Finberg HV, ed. Readings in global health: essential reviews from the New England journal of medicine. Oxford University Press, 2016.

ISBN-13: 978-0190271220

**6. Preparation and Review**

The students are requested to read the relevant chapters in the textbook in advance. The students assigned

to present a summary of the textbook chapters are required to prepare handout to other students. Each student is required to submit a term paper at the end of semester.

**7. Note (Requirements, E-mail, Office Hour)**

No previous knowledge of biology or health sciences is required, since this lecture addresses global health issues from social science perspectives and the lecturer (medical doctor and PhD) will explain relevant basics.

Students can contact the lecturer anytime via email: [ysubono@gmail.com](mailto:ysubono@gmail.com).

**Class Title: Public Policy Formation in Practice 2 | Instructor: Dr. Ryan Hartley | Semester: Spring**

**Course Number: EAC-ECM672**

**Teaching Language : English**

## **1. Course Objectives and Outline**

This course's objective is to build on the previous course's theoretical approach to understanding Public Policy, and relate its study more to the practical and empirical world of policy. To achieve this, four main themes have been selected (however there will be considerable scope for students to change this, and we will plan the course together in class 1 when students can select policy areas of their own interest):

- Theme 1: Public Policy, Transformation, And Development
- Theme 2: Japan And Public Policy
- Theme 3: International Public Policy
- Theme 4: Public Policy Issues

Theme 1 focuses on the structural cleavage issue of 'development', and how multiple public policies in developed and developing countries alike are underpinned by ideas of 'development'. This is divided into three areas - different approaches to development in broad terms, but specifically the differing approaches to the relationship between the state and the market; between development and capitalism.

Theme 2 focuses on Public Policy as practiced in the country we are in - Japan. This means examination the policy making architecture - both state and non-state - in Japan, in addition to understanding a range of key policy issues that Japan has faced for along time, and/or are particularly pressing now.

Theme 3 focuses on how Public Policy interacts with the differing levels of international relations. This means looking at (a) the key US-China relationship, (b) more general global structures of governance and institution, and (c) regional and sub-regional frameworks, centering on East and Southeast Asia.

Theme 4 focuses on four areas of Public Policy interest to students. In these we will really examine in detail various case studies, problems, and Public Policy solutions, and evaluate them as to their success or failure.

## **2. Learning Goal**

In this class, I will expect students to actively participate in lectures and not simply passively listen. This means being part of what might be called a 'strongly led discussion' rather than a passively received lecture. You will be expected to question and critically engage with what you will hear, involving the reading of multiple texts in preparation for lectures with a strong Q/A and discussion element involved. Not only will this help develop a broad range of learning skills and consolidate the knowledge you will be receiving, you will be being assessed on your participation during this time.

You will also be assessed on the basis of a written output (an essay) and a verbal output (presentation). Both essay and presentation will be on the same topic. The topic will be an analysis of an INTERNATIONAL POLICY CASE STUDY. You will choose this topic yourself, and work on the development this topic through discussion with your teacher throughout the course. The deadline for the presentation of your work in spoken and written formats will both be JULY

23<sup>rd</sup>.

### 3. Course Content and Schedule

You can find this syllabus here - <https://tinyurl.com/y7oe6qpt> and the readings here - <https://tinyurl.com/ybp3y7um>

Note: There will be no class on April 30<sup>th</sup> and July 2<sup>nd</sup>.

CLASS	DATE/TIME	THEME	TOPIC
1	Tuesday, April 2 <sup>nd</sup> , 8.50-10.20am		COURSE PLANNING
2	Tuesday, April 9 <sup>th</sup> , 8.50-10.20am		History and theory
3	Tuesday, April 16 <sup>th</sup> , 8.50-10.20am	PUBLIC POLICY, TRANSFORMATION, AND	Under-development and poverty
4	Tuesday, April 23 <sup>rd</sup> , 8.50-10.20am	DEVELOPMENT	Human development
5	Tuesday, May 7 <sup>th</sup> , 8.50-10.20am		The 'Developmental State'
6	Tuesday, May 14 <sup>th</sup> , 8.50-10.20am	JAPAN AND PUBLIC POLICY	The State of Japan and the policy process
7	Tuesday, May 21 <sup>st</sup> , 8.50-10.20am		Key issues
8	Tuesday, May 28 <sup>th</sup> , 8.50-10.20am		Chimerica
9	Tuesday, June 4 <sup>th</sup> , 8.50-10.20am	INTERNATIONAL PUBLIC POLICY	Global governance and international organisations
10	Tuesday, June 11 <sup>th</sup> , 8.50-10.20am		Regionalism and sub-regionalism
11	Tuesday, June 18 <sup>th</sup> , 8.50-10.20am		Natural resources, forests, and oceans
12	Tuesday, June 25 <sup>th</sup> , 8.50-10.20am	PUBLIC POLICY	Bureaucracies and corruption
13	Tuesday, July 9 <sup>th</sup> , 8.50-10.20am	ISSUES	Migration, immigration, and refugees
14	Tuesday, July 16 <sup>th</sup> , 8.50-10.20am		Fintech
15	Tuesday, July 23 <sup>rd</sup> , 8.50-10.20am		PRESENTATIONS

#### 4. Assessment Criteria

- (1) 20%: Attendance, class performances, and group work.
- (2) 40%: Essay, 2000-3000 words (deadline – class 15, JULY 23<sup>rd</sup>)
- (3) 40%: Presentation and leadership (deadline – class 15, JULY 23<sup>rd</sup>)

#### 5. Reading and Video List

##### WEEK 1 - NONE

##### WEEK 2 - Public Policy, Transformation, and Development: History and theory

Text 1 - *Theories and practices of development* - Willis

Video - *The six killer apps of prosperity* (<https://tinyurl.com/ybpc98yy>)

##### WEEK 3 - Public Policy, Transformation, and Development: Under-development and poverty

Text 1 - *Poverty, development, and hunger* - Evans and Thomas

Text 2 - *The Economic Lives of the Poor* - Abhijit V. Banerjee and Esther Duflo

Text 3 - *The bottom billion* - Paul Collier (the four traps)

Video - Paul Collier - *the bottom billion* (<https://tinyurl.com/jrmgfrn>)

##### WEEK 4 - Public Policy, Transformation, and Development: Human development

Text 1 - *What is development about?* - Amartya Sen

Text 2 - *Dead aid* - Dambisa Moyo

Text 3 - *Review of 'Dead Aid'* (Dambisa Moyo) - Paul Collier

##### WEEK 5 - Japan and Public Policy: The 'Developmental State'

Text 1 - *The Economic Development of Japan: The Path Traveled by Japan as a Developing Country* - Kenichi Ohno  
[note: this is a long text; you can select perhaps a particular period]

Text 2 - *MITI and the Japanese Miracle* (ch. 1) - Chalmers Johnson

Text 3 - Woo Cummings - *Introduction* (ch1); Chalmers Johnson - *Odyssey of a concept* (ch2)

Video - *Princes of the yen* (<https://tinyurl.com/y7gobc7m>)

##### WEEK 6 - Japan and Public Policy: The State of Japan and the policy process

Text 1 - *Policy analysis and the policy process in Japanese government* - Jun Iio

Text 2 - *In house think tanks and ministries - their functions and limitations in policy formation* - Hideaki Tanaka

Text 3 - *A policy analysis of the Japanese diet from the perspective of legislative supporting agencies* - Jun Makita

Text 4 - *Councils, policy analysis, and policy evaluation* - Kiyoshi Yamaya

Text 5 - *Policy analysis and policymaking by Japanese political parties* - Takahiro Suzuki

Video 1 - Timothy Langley & Michael Cucek - *Japanese Politics 101* (<https://tinyurl.com/y8l6ro4p>)

Website 1 - Roger Darlington's World (explains multiple political systems) (<https://tinyurl.com/y72rs5om>)

##### WEEK 7 - Japan and Public Policy: Key issues

\* (DE) POPULATION

Text 1 - Peter Matanle - *Ageing and Depopulation in Japan- Understanding the Consequences for East and Southeast Asia in the 21st Century*

\* ALTERING CONSTITUTIONS, RESTORING MILITARISM (?)

Text 1 – McElwain: *Whither Japan's Constitution?*

Video 1 - Vice (HBO) - *Japan Rising* (<https://tinyurl.com/ybvr7crg>)

\* THE ECONOMY: THE LOST DECADE, DEBT, AND REGIONAL COMPETITION

Text 1 - Park - *Sharing the Burden- Rethinking Japan's Approach to Raising Revenue*

Video 1 - *Japans coming crisis*, Kyle Bass (<https://tinyurl.com/y9km9h9d>)

Video 2 - *The Japan Bubble vs. Credit crisis* (<https://tinyurl.com/yc3uogwe>)

Video 3 - *Japans debt visualized* (<https://tinyurl.com/yb6qu86c>)

\* FUKUSHIMA, TSUNAMI, 3.11

Text 4 - *Facing Nuclear Risks - lessons from the Fukushima disaster*, Hasegawa

Video 4 - *Fukushima Uncensored* (<https://tinyurl.com/ybwjjulj>)

WEEK 8 - International Public Policy: Chimerica

Text 1 - *'Chimerica' and the Global Asset Market Boom* - Niall Ferguson & Moritz Schularick

Text 2 - *The End of Chimerica* - Niall Ferguson & Moritz Schularick

Text 3 - *Global trade and global finance* - Matthew Watson

Text 4 – *U.S.-China Trade, 1971–2012: Insights into the U.S.-China Relationship* – Dong Wang (available at <https://tinyurl.com/ybhq6gzp>)

Video - Niall Ferguson on *Chimerica* from *The Ascent of Money* (<https://tinyurl.com/y9zxgvru>)

WEEK 9 - International Public Policy: Global governance and international organisations

Text 1 - *The international system in the 21st century*, AJR Groom

Text 2 - *Globalisation, governance, and complexity* - Phillip Cerny

WEEK 10 - International Public Policy: Regionalism and sub-regionalism

Text 1 - *East Asia's regionalisation and economic geography* - Christopher Dent

Text 2 - *Regionalism in international affairs* - Best and Christiansen

WEEK 11 - Public Policy Issues: Natural resources, forests, and oceans

\* NATURAL RESOURCES

Text 1 - John Vogel - *Environmental issues*

Text 2 - Perman *et al* - *Natural Resource and Environmental Economics*

Text 3 - The Guardian - *Scientists accidentally create mutant enzyme that eats plastic bottles*

\* FORESTS: PALM OIL

Video 1 - *Palm Oil: What is Palm Oil and whats all the fuss about?* (<https://tinyurl.com/y969yhts>)

Video 2 - *Sumatra Burning: The heart of palm oil* (<https://tinyurl.com/y99qp2xs>)

Video 3 - *Indonesia's Palm Oil Industry is Destroying More Than Forests* (<https://tinyurl.com/yancy4hx>)

\* OCEANS



Video 1 - *The Monumental Effort To Rid The World's Oceans From Plastic*: VICE on HBO

(<https://tinyurl.com/yaw8894s>)

Video 2, 3, 4 (three parts) - *Garbage Island: An Ocean Full of Plastic*, Vice (<https://tinyurl.com/kzcdofc> & <https://tinyurl.com/ycjt8su5> & <https://tinyurl.com/o3uqanl> )

#### WEEK 12 - Public Policy Issues: Bureaucracies and corruption

##### \* BUREAUCRACY

Text 1 – *Bureaucracy and the State* – Erik Olin Wright

Text 2 - *The role of the public bureaucracy in policy implementation in five ASEAN countries: a comparative overview* – Jon S. T. Quah

##### \* CORRUPTION

Text 3 - Amundsen - *Political Corruption- An Introduction to the Issues*

Text 4 - IMF - *Corruption around the world*

Text 5 - Volejníková - *Reflection of corruption in the development of economic theories*

Text 6 - Treisman - *The causes of corruption- a cross-national study*

Video 1 – Yes Minister (the European Union) (<https://tinyurl.com/ya3534rf>)

Video 2 – Yes Minister (if the ‘right’ people don't have power) (<https://tinyurl.com/oy528hh>)

Audio 1 – Talking Organisations: Bureaucracy, by Max Weber (<https://tinyurl.com/y8ycne54>)

Audio 2 - The Joy of Bureaucracy, BBC Free Thinking (<https://tinyurl.com/yddudlho>)

#### WEEK 13 - Public Policy Issues: Migration, immigration, and refugees

Text 1 - King, Russell (2012) *Theories and typologies of migration: an overview and a primer*. Working Paper. Malmö University, Malmö.

Text 2 - UN: *World Migration Report 2018* [note: This is big, and you don't have to read everything. Just perhaps pick out some of the most useful contemporary data/information]

#### WEEK 14 - Public Policy Issues: Fintech

Text 1 - BIS - *Implications of fintech developments for banks and bank supervisors*

Text 2 - METI (Japan) - *Japan's FinTech Vision*

Video 1 - *Banking on Bitcoin* (<https://tinyurl.com/ydbhoal3>)

#### WEEK 15 - Presentations

None

### **6. Preparation and Review**

Students are expected to attend and participate actively in lecture time, and to complete written and spoken assignments on time and to a high standard.

### **7. Note (Requirements, E-mail, Office Hour)**

Email contact: [ryanhartley@tohoku.ac.jp](mailto:ryanhartley@tohoku.ac.jp)

Class Title : History of Finance for SMEs 2 Instructor : Masatoshi SAKAKI Takeshi NAKANO  
Semester : Spring

Course Number: EAC-ACC675

Teaching Language : English

### 1. Course Objectives and Outline

It is said that the high accounting literacy level in Japanese society is remarkable (e.g. tax return using self-declaration by more than 4 million companies (mainly by SMEs: small and medium enterprises)). This Japanese social infrastructure that supports SMEs has been built and developed since the modernization period in Meiji Era. This history of development in Japan would be very informative for Asian and African countries where need to develop social institutions under the cooperation of the public and private sectors in the rapid economic development.

In this lecture class, we'll introduce the history of finance for SMEs focusing on business administration, accounting and other surrounding systems in SMEs referring to best practice in Japan.

### 2. Learning Goal

The principle goal of this lecture class is to learn essential knowledge to become professionals who are willing to contribute to the society and organizations through development of business environment of SMEs.

In Japan, after the Meiji Era, a community-based financial system for SMEs developed, and especially after World War II, this financial system conducted by SMEs has played an important function for Japanese economy and industrial development.

Moreover in recent years, with the progress of globalization, it has become easier for some business entrepreneurs who have achieved great success to list their shares to the securities markets and received huge funds to become big companies. However, from the standpoint of SMEs in globes, still we can find many social issues surrounding SMEs finance system. It is indicated that the development of supporting financial system for SMEs has been delayed, and there is a movement to find the key to solve such problems in the financial system.

It is considered that this Japanese best practice of SMEs would provide some important clues for developing SME finance system for many emerging countries.

### 3. Course Content and Schedule

#	Date	Topic	Contents	Reference
1	April 7 <sup>th</sup>	Introduction of the lecture course	Objective, Outline, Methods, Evaluation	PPT
2	April 14 <sup>th</sup>	Outline of SME policies and its surrounding systems(1)	Japanese economy Industrial Policy and Essential finance structure	PPT

			surrounding SMEs	
3	April 21 <sup>th</sup>	Outline of SME policies and its surrounding systems(2)	Japanese economy Industrial Policy and Essential finance structure surrounding SMEs	PPT
4	April 28 <sup>nd</sup>	Outline of SME policies and its surrounding systems(3)	Japanese economy Industrial Policy and Essential finance structure surrounding SMEs	PPT
5	May 5 <sup>th</sup>	Basic Institutional Systems surrounding SMEs (1)	Legal, Economical and other social systems surrounding SMEs	PPT
6	May 12 <sup>th</sup>	Basic Institutional Systems surrounding SMEs (2)	Legal, Economical and other social systems surrounding SMEs	PPT
7	May 19 <sup>th</sup>	Basic Institutional Systems surrounding SMEs (3)	Legal, Economical and other social systems surrounding SMEs	PPT
8	May 26 <sup>th</sup>	Outline of SME policies and its surrounding systems(4)	Japanese economy Industrial Policy and Essential finance structure surrounding SMEs	PPT
9	June 2 <sup>nd</sup>	Outline of SME policies and its surrounding systems(5)	Japanese economy Industrial Policy and Essential finance structure surrounding SMEs	PPT
10	June 9 <sup>th</sup>	Basics on Venture companies(1)	Case studies	PPT
11	June 16 <sup>th</sup>	Basics on Venture companies(2)	Case studies	PPT
12	June 23 <sup>th</sup>	Basics on Venture companies(3)	Case studies	PPT
13	June 30 <sup>th</sup>	Basic Institutional Systems	Legal, Economical	PPT

		surrounding SMEs (4)	and other social systems surrounding SMEs	
14	July 7 <sup>th</sup>	Basic Institutional Systems surrounding SMEs(5)	Legal, Economical and other social systems surrounding SMEs	PPT
15	July 14 <sup>th</sup>	Wrap-up		PPT

- Lecture contents are subject to change according to the lecture progress and lecturers' schedules.
- Detail schedule will be informed at the first lecture class.

### **Basic outlines**

#### (1) Globalization and its impacts towards SMEs

According to the evidence by Japanese Global Automobile industry, it is obvious that Japanese automobile industry is supported by a wide base of small business groups.

We'll learn about its history and characteristics.

#### (2) Basic Institutional Systems surrounding SMEs

When we talk about Japanese SEMs' economic systems, best knowledge surrounding SMEs such as legal and tax systems are mandatory. We'd like to learn the history of various SMEs institutions in Japan, not only its success points, but also from failed points etc.

#### (3) Venture company

Unlike the US venture, Japanese venture companies have grown over various difficulties under strict regulations. Current large companies representing Japan started their business originally from ventures, and have grown over the restrictions and overcome the difficult social environment. Regulations are not all evil. It also works as to protect the lives and safety of the people. We would like to tell the Japanese experience of venture companies which have achieved balance between such regulations and growth.

#### 4. Assessment Criteria

Class participation 70% (No show counts for zero points in the final evaluation). Report 30%.

#### 5. Textbook and Reading List

- No main textbook specified.
- Handouts will be provided in each class.
- Reference materials are announced as necessity in the class.

## Reference(Main)

- Teruyuki Kawasaki, Takashi Sakamoto, *General Accounting Standards for small-and Medium-Sized Entities in Japan*, Wiley, 2014.  
Some copies are available at IGSAP office

## References : useful websites for study

- Japanese tax guide by National tax agency in Japan  
[https://www.nta.go.jp/foreign\\_language/](https://www.nta.go.jp/foreign_language/)
- Japanese Law Translation (in English)  
<http://www.japaneselawtranslation.go.jp/law/list/?ft=2&re=01&dn=1&yo=%E4%BC%9A%E7%A4%BE%E6%B3%95&ia=03&=&x=78&y=25>
- Outline of SEM Policies by the Small and Medium enterprise Agency  
[http://www.chusho.meti.go.jp/sme\\_english/index.html](http://www.chusho.meti.go.jp/sme_english/index.html)
- Small Firms in the Japanese Economy  
<http://www.crosscurrents.hawaii.edu/content.aspx?lang=jap&site=japan&theme=work&subtheme=INDUS&unit=JWORK059>

## References : Doing Business series

- Doing Business in Japan - World Bank Group  
<http://www.doingbusiness.org/data/exploreeconomies/japan>
- How to Set Up Business in Japan | Investing in Japan - JETRO  
[https://www.jetro.go.jp/en/invest/setting\\_up/](https://www.jetro.go.jp/en/invest/setting_up/)

## 6. Preparation and Review

It is encouraged to read reference materials before and after the class.

## 7. Note (Requirements, E-mail, Office Hour)

Email: sakakimstsh@gmail.com  
tnakano@nakano-law.com

Office hour: After this class

Class Title : Corporate Finance and Cash Flow Management 2 Instructor : Zen-Ichiro Ishibashi  
Semester : Spring

Course Number: EAC-ACC677

Teaching Language : English

## 1. Course Objectives and Outline

Instructor' s self-introduction :

- Hello ! This is my first semester to teach at IGSAP. Here is my self-introduction.
- I have built my career as Finance professional and practitioner. I have experienced three CFO (Chief Financial Officer) positions in the past 20 years at Intel Japan, D&M Holdings and Toysrus Japan.
- I received two MBAs, one from Stanford Business School in the U.S. and another from Hitotsubashi Business School in Japan. I learned management accounting from Professor Horngren and corporate finance from Professor Van Horne at Stanford Business School. I wrote a thesis about corporate finance practice in Japan at Hitotsubashi Business School.
- I have also received several finance professional certification credentials including CMA (Certified Management Accountant) and CFM (Certified in Finance Management) from IMA(Institute of Management Accountants), UC CPA Certificate from Illinois Accounting Board and US CIA(Certified Internal Auditor).
- CMA is a professional certification credential in the management accounting and financial management fields. The certification signifies that the person possesses knowledge in the areas of financial planning, analysis, control, decision support, and professional ethics. The CMA is a U.S. based, globally recognized certification offered by the IMA.
- IMA is the worldwide association of accountants and financial professionals in business. IMA is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. I am currently a board member of IMA Tokyo chapter and will be a member of IMA global board from this June.
- I am a self-appointed evangelist of CFO profession and FP&A (Finance Planning & Analysis) profession in Japan. CFO and FP&A as professions are still foreign concept in Japan. I am currently working with Japan Association for Chief Financial Officers as its senior research fellow and its chief of FP&A projects.

The objective of ‘**Corporate Finance and Cash Flow Management**’ is to understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation. The class introduces the students to the three major decision making areas in financial management: the investment, financing, and asset management decisions.

This class titled ‘**Corporate Finance and Cash Flow Management 2**’ held this spring semester will cover the following topics :

- Introduction to Financial Management
- Valuation

- Tools of Financial Analysis and Planning
- Working Capital Management

This class titled ‘**Corporate Finance and Cash Flow Management 1**’ held this Autumn semester will cover the following topics :

- Investment in Capital Assets
- The Cost of Capital, Capital Structure, and Dividend Policy
- Intermediate and Long-Term Financing
- Corporate Restructuring and International Financial Management

## 2. Learning Goal

The first goal is that the students will understand basic concepts of financial decision making process in corporate environments.

The second goal is that the students will become familiar with the content of the examinations for ‘CMA (Certified Management Accountants)’ professional credential supported by IMA (Institute of Management Accountants) so that the student may decide to work for his and her certification.

## 3. Course Content and Schedule

The class will be held at Hirai campus from **10:30AM** to **12:00 Noon** on **every Tuesday** from the beginning of April to the end of July in 2019.

No class will be held on **April 30<sup>th</sup>**, **June 11<sup>th</sup>** and **June 18<sup>th</sup>**.

15 classes will be held in total.

- 1st Class
  - Date : **April 2nd**
  - Topic : Orientation and Introduction
  - Content : Self-Introduction, Objective, Outline of the classes, Method and Evaluation
  - Reference : PPT
- 2nd Class
  - Date : **April 9th**
  - Topic : The Role of Finance Management & The Business, Tax, and Financial Environments
  - Content : What is Financial Management ? The Goal of the Firm, Corporate Governance, Organization of the Financial Management Function, The Business

## Environment, The Tax Environment and The Financial Environment

- Reference : PPT

### ● 3rd Class

- Date : **April 16th**
- Topic : The Time Value of Money (1)
- Content : The Interest Rate, Simple Interest, Compound Interest, Compounding More Than Once a Year, Amortizing a Loan
- Reference : PPT

### ● 4th Class

- Date : **April 23rd**
- Topic : The Time Value of Money (2)
- Content : The Interest Rate, Simple Interest, Compound Interest, Compounding More Than Once a Year, Amortizing a Loan
- Reference : PPT

### ● 5th Class

- Date : **May 7th**
- Topic : The Valuation of Long-Term Securities
- Content : Distinctions Among Valuation Concepts, Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Rates of Return
- Reference : PPT

### ● 6th Class

- Date : **May 14th**
- Topic : Risk and Return (1)
- Content : Defining Risk and Return, Using Probability Distributions to Measure Risk, Attitudes Toward Risk, Risk and Return in a Portfolio Context, Diversification, The Capital-Asset Pricing Model, Efficient Financial Markets
- Reference : PPT

### ● 7th Class

- Date : **May 21st**
- Topic : Risk and Return (2)
- Content : Defining Risk and Return, Using Probability Distributions to Measure Risk, Attitudes Toward Risk, Risk and Return in a Portfolio Context, Diversification, The Capital-Asset Pricing Model, Efficient Financial Markets
- Reference : PPT



- 8th Class
  - Date : **May 28th**
  - Topic : Financial Statement Analysis (1)
  - Content : Financial Statements, A Possible Framework for Analysis, Balance Sheet Ratios, Income Statement / Balance Sheet Ratios, Trend Analysis and Common-Size and Index Analysis
  - Reference : PPT
  
- 9th Class
  - Date : **June 4th**
  - Topic : Financial Statement Analysis (2)
  - Content : Financial Statements, A Possible Framework for Analysis, Balance Sheet Ratios, Income Statement / Balance Sheet Ratios, Trend Analysis and Common-Size and Index Analysis
  - Reference : PPT
  
- 10th Class
  - Date : **June 25th**
  - Topic : 1st Examination and Fund Analysis, Cash-Flow Analysis, and Financial Planning (1)
  - Content : Flow of Funds (Sources and Uses) Statement, Accounting Statement of Cash Flows, Cash-Flow Forecasting, Range of Cash-Flow Estimates and Forecasting Financial Statements
  - Reference : PPT
  
- 11th Class
  - Date : **July 2nd**
  - Topic : Fund Analysis, Cash-Flow Analysis, and Financial Planning (2)
  - Content : Flow of Funds (Sources and Uses) Statement, Accounting Statement of Cash Flows, Cash-Flow Forecasting, Range of Cash-Flow Estimates and Forecasting Financial Statements
  - Reference : PPT
  
- 12th Class
  - Date : **July 9th**
  - Topic : Overview of Working Capital Management
  - Content : Working Capital Issues, Financing Current Assets : Short-term and Long-Term Mix
  - Reference : PPT

- 13th Class
  - Date : **July 16th**
  - Topic : Cash and Marketable Securities Management
  - Content : Motives for Holding Cash, Speeding Up Cash receipts, Slowing Down Cash Payouts, E-Commerce, Outsourcing, Cash Balance to Maintain and Investment to Marketable Securities
  - Reference : PPT
  
- 14th Class
  - Date : **July 23rd**
  - Topic : Account Receivable and Inventory Management
  - Content : Credit and Collection Policies, Analyzing the Credit Applicant and Inventory Management and Control
  - Reference : PPT
  
- 15th Class
  - Date : **July 30th**
  - Topic : Short-Term Financing and 2nd Examination
  - Content : Spontaneous Financing, Negotiated Financing, Factoring Accounts Receivable and Composition of Short-Term Financing
  - Reference : PPT

#### 4. Assessment Criteria

(1) 50% : Attendance and class contribution account for 40% and 10% of the course grade respectively.

(2) 50% : Two examinations each account for 25% of the course grade respectively. 1st Examination held on **June 25th** and 2nd Examination held on **July 30<sup>th</sup>**

Evaluation will be conducted in accordance with absolute assessment criteria.

#### 5. Textbook and Reading List

James C. Van Horne, John M. Wachowicz, Jr, **Fundamentals of Financial Management, Thirteenth edition** published by Pearson Educated Limited in 2009. (Indian edition with same content was also published by Pearson India Education Service PVT, Ltd in 2016.)

## 6. Preparation and Review

Pre-reading and review of assigned chapter of the textbook is required. Pre-reading and review of assigned chapter may take an average student 3 hours per week.

## 7. Note (Requirements, E-mail, Office Hour)

- (1) Please bring a calculator.
- (2) E-mail : [zen1484@yahoo.co.jp](mailto:zen1484@yahoo.co.jp)
- (3) Office Hour : By appointment

Class Title : Scoring Model 2	Instructor Masumi Nakashima, Ph. D.	Semester : Spring
Course Number: EAC-ACC676		
Teaching Language : English		
<p><b>1. Course Objectives and Outline</b></p> <p>The objectives of this course is to provide with students the concepts and tools in order to analyze financial statement information for economic decisions and firm valuation. Scoring model courses consist of the followings: strategic analysis, accounting analysis, financial analysis, forecasting financial statements and equity valuation. Students already learned strategic analysis and financial analysis such as ratio analysis and cash flow analysis, and forecasting the financial performance of the firm in the future through Scoring Model 1. We focus on financial reporting quality analysis as accounting analysis and estimating the value of the firm in Scoring Model 2.</p>		
<p><b>2. Learning Goal</b></p> <p>After the completion of this course, students are expected to understand the fundamental concepts and knowledge related to financial reporting quality analysis and the capital markets and valuation. Learning goals are the following:</p> <ol style="list-style-type: none"> <li>1. to develop students' ability to assess the "quality" of financial statement data for individual firms, and to adjust that data as required by the decision context.</li> <li>2. to understand the dividend discount model, the residual income model, and the present value of free cash flows as alternative valuation models.</li> </ol>		
<p><b>3. Course Content and Schedule</b></p> <p>Classes are to be held on <u>April 13 and 27, May 11, June 8, 22 and 29</u>. This course has 15 classes in total. The following is the tentative schedule of this course.</p>		
<p><b>4. Assessment Criteria</b></p> <ol style="list-style-type: none"> <li>(1) Contribution to class 10%,</li> <li>(2) Assignments 20%</li> <li>(3) Analysis Paper 50%, and</li> <li>(4) Presentation 20%.</li> </ol>		
<p><b>5. Textbook and Reading List</b></p> <p><i>#1 Business Analysis Valuation: Using Financial Statements</i>, Krishna G. Palepu and Paul M. Healy 5th edition, 2013. South-Western College Publishing (ISBN-10: 1111972303   ISBN-13: 978-1111972301).</p> <p><i>#2 Earnings Management and Earnings Quality: Evidence from Japan</i>, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p> <p>The above textbooks are to be stored at the classroom at Hirai.</p> <p><a href="http://www.hakutou.co.jp/book/b194409.html">http://www.hakutou.co.jp/book/b194409.html</a></p> <p>Supplemental materials</p>		

## 6. Preparation and Review

You should read the chapter before class and work on assignment after class in order to enhance your understanding the class content.

## 7. Note (Requirements, E-mail, Office Hour)

Instructor: Masumi Nakashima, M.B.A., Ph.D.

Adjunct Instructor at Tohoku University IGSAP

Chair and Professor of Accountancy at Chiba University of Commerce

Email: masumi.nakashima@coverse.edu

Class	Topic	Contents	Readings
1.April 13, Period 3	Introduction	<i>Guidance for Scoring Model 2</i>	
2.April 13, Period 4	Prospective analysis for valuation theory and concepts	<i>Valuation based on price multiples and discounted dividends</i>	Ch. 7
3.April 27 Period 3	Nikkei NEEDS database 1	<i>We study how to obtain data from Nikkei NEEDS.</i>	
4.April 27, Period 4	Nikkei NEEDS database 2	<i>We study how to obtain data from Nikkei NEEDS.</i>	
5.May 11, Period 2	Prospective analysis for valuation theory and concepts	<i>Valuation based on discounted abnormal earnings and Discounted cash flow (DCF).</i>	Ch. 7
6.May 11, Period 3	Prospective analysis for valuation implementation	<i>Detailed forecasts over a finite number of years, and a forecast of terminal value.</i>	Ch. 8
7.May 11, Period 4	Prospective analysis for valuation implementation	<i>Detailed forecasts over a finite number of years, and a forecast of terminal value.</i>	Ch. 8
8.June 8, Period 2	Prospective analysis for valuation implementation	<i>Case study of TJX</i>	Ch. 8
9.June 8 Period 3	Equity Security Analysis	<i>Establishing the objectives of the investor, forming expectations about the future returns and risks of individual securities and combining individual securities into portfolios to maximize progress toward the investment objectives.</i>	Ch. 9

10.June 8, Period 4	Equity Security Analysis	<i>Combining individual securities into portfolios to maximize progress toward the investment objectives.</i>	Ch. 9
11.June 22, Period 3	Financial Reporting Quality	<i>Financial reporting quality: Accruals quality and smoothness, and accuracy for cash flow prediction</i>	Earnings Management and Earnings Quality
12.June 22, Period 4	Credit Analysis	<i>The credit analyses process in private debt markets, financial statement analysis and prediction of distress and turnaround</i>	Ch. 10
13.June 29 Period 2	Communication and Governance	<i>Management communication with investors, communication through financial reporting, communication with financial policies, and alternate forms of investor communication</i>	Ch.12
14.June 29, Period 3	Class presentation		
15. June 29, Period 4	Class presentation and wrap-up review		
<p>NOTES: Originally, Professor Nakashima is supposed to provide the last class on July 13. However, the July 13 does not work because of the Japanese Association for Research in Disclosure (JADIS) at Waseda University. Therefore, Class 15 will be on June 29. Thank you for your understanding.</p>			

**Class Title : Organization and Human Resource Management of SMEs 2 (Careers in Theory & Practice)**

**Instructor : Ilju Kim**

**Semester : Spring**

**Course Number: EAC-MAN571**

**Teaching Language : English**

### **1. Course Objectives and Outline**

There are two broad objectives of this course: 1) to increase students' understanding of career management from multiple vantage points; and 2) to provide an opportunity for students to explore and develop their ideas, goals and dreams for their own careers going forward.

Students will be exposed to "state of the art" theory and research on careers, and they will then have a chance to examine the usefulness and relevance of current theory by analyzing the careers of "real life" individuals as presented in films, biographical excerpts, and through interviews with individuals pursuing careers of interest. Attention will be given to the many factors that influence career development, including individual characteristics and background, life stage and family status, occupation, job characteristics, organizational and career advancement structures, as well as economic and societal changes. There will be a particular focus on examining the evolution of careers over time in various cultural contexts of Asian countries. New trends such as customized, boundaryless, global and portfolio careers will be highlighted. Career development will be considered both from the perspective of the individual and the organization.

Throughout the semester students will be provided tools to facilitate self-exploration and reflection that will lead to their gaining greater personal insight into the kinds of careers they want to pursue. They will also learn about effective strategies for finding or creating job opportunities when they graduate.

### **2. Learning Goal**

- ◆ To develop depth and breadth of theoretical and practical knowledge in the area of careers;
- ◆ To increase competence in critical and analytical skills through examination of the careers of others using appropriate theories and concepts;
- ◆ To become more observant of the careers of others and more attentive to career issues in the media;
- ◆ To increase capacity for self-reflection and self-understanding through self-assessment activities and exercises;
- ◆ To acquire and hone networking and interviewing skills to learn from others' perspectives, observations, and experiences;
- ◆ To develop a capacity to integrate learning from diverse sources to enhance the likelihood of finding great work environments and opportunities for achievement and contribution.

### 3. Course Content and Schedule

Class Session	Topic	Readings & Assignments	Due Dates
#1 April 3	Intro	Syllabus	
#2 April 3	Overview Lecture on Career Development Theory Discussion of News Articles	Chapter 1, 2 Read at least ONE of those listed & be prepared to summarize 3 main points & why you agree or disagree <ul style="list-style-type: none"> <li>• NY times, Aug. 24, 2014 "<a href="#">Japan Seeks Edge With Global Talent</a>"</li> <li>• NY times, May 29, 2012 "<a href="#">Young and Global Need Not Apply in Japan</a>"</li> <li>• NY times, Jan. 1, 2015 "<a href="#">To Rescue Economy, Japan Turns to Supermom</a>"</li> <li>• NY times, Aug. 6, 2007 "<a href="#">Career Women in Japan Find a Blocked Path</a>"</li> <li>• NY times, June 16, 2013 "<a href="#">Japan's 'Science Women' Seek an Identity</a>"</li> </ul>	Response paper
#3 April 10	Careers as Inheritance	Chapter 3 <i>Forming Groups for Nov. 9<sup>th</sup> Film Analysis Presentations</i>	Response paper
#4 April 10	Careers as Cycles	Chapter 4 <a href="#">Mainiero, L.A., &amp; Sullivan, S.E. 2005. Kaleidoscope careers. Academy of Management Executive, 19(1), 106-123.</a>	Response paper
#5 April 17	Careers as Action	Chapter 5	Response paper
#6 April 17	<b>Group Presentations &amp; Discussion on Film Analysis</b>		PPT slides (Nov. 8)
#7 April 24	Careers as Fit	Chapter 6 <i>Career Analysis Paper: Choosing a Subject and Interview Workshop (1)</i>	Response paper
#8 April 24	Careers as Journeys	Chapter 7 <i>Career Analysis Paper: Choosing a Subject and Interview Workshop (2)</i>	Response paper
#9 May 8	Careers as Stories	Chapter 11 Entrepreneurial Careers	Response paper
#10 May 8	Careers as Roles	Chapter 8 Considering Career in a Broader Life Context	Response paper



		<ul style="list-style-type: none"> <li>• <a href="#"><u>Schneer, J.A. &amp; Reitman, F. 2002. Managerial life without a wife: Family Structure and managerial career success. Journal of Business Ethics, 27: 25-38</u></a></li> <li>• <a href="#"><u>Harrington, B., Van Deusen, F. &amp; Humberd, B. 2011. The new dad: Caring, committed and conflicted. Boston: Boston College Center for Work and Family.</u></a></li> </ul>	
#11 May 15	Careers as Relationships	Chapter 9 <a href="#"><u>Ibarra, H. and Hunter, M. 2007. How Leaders create and use networks. Harvard Business Review, Jan2007, Vol. 85 Issue 1, pp. 40-47</u></a>	Response paper
#12 May 15	Careers as Resources	Chapter 10 <i>Clarke, M. 2012. The organizational career: Not dead but in need of redefinition. The International Journal of Human Resource Management</i>	Response paper
#13 May 22	New Work & Career Trends Inside & Outside Organizations	<a href="#"><u>Corwin, V. Lawrence, T.B. &amp; Frost, P.J. 2001. Five strategies of successful part-time work. Harvard Business Review July-August, 120-127.</u></a> <a href="#"><u>Hewlett, S.A. &amp; Luce, C.B. 2005. Off-ramps and on-ramps. Harvard Business Review, March, 43-54</u></a> <a href="#"><u>Marche, S. 2013. The masculine mystique. Atlantic Monthly, July/August, 114-126.</u></a> <a href="#"><u>Belkin, L. 2003. The Opt-Out Revolution. New York Times Magazine, Oct. 26, pp. 42, 46, 47, 58, 85.</u></a>	Response paper
#14,15 May 22, May 29	<i>Student Presentations and Discussion</i>		<b>Career Analysis Paper</b>

#### 4. Assessment Criteria

In class, we will engage in a number of learning activities throughout the semester, requiring your full involvement. I will strive to make the class interactive and you must be involved on a regular and on-going basis. My role is to provide you with resources and to assist you in gaining new perspectives and knowledge, but ultimately it is your duty to *learn*. To this end, I suggest that you come to every class prepared (having completed all readings and outside assignments) and willing to contribute to our class learning environment. Preparation and contribution are two keys to success in this class. Prior to each class session, there will generally be a reading assignment, along with some required pre-class preparation.

·Career Analysis of the Acquaintance (10%)

- Film Analysis Group Presentations (20%)
- Career Analysis Paper & Presentation (40%)
- Response papers & weekly presentation (20%)
- Participation (10%)

#### ◆ Film Analysis - Group Presentation and Class Discussion

The aim of this assignment is to introduce students to applying theory to analysis of actual cases and to generate deeper understanding of individuals' career choices and actions. Groups and films will be formed by the professor based on individual preferences for films. Each student must also commit to viewing one additional film than the one to be analyzed and will be responsible for commenting or critiquing the presentation of another group. Groups (or representatives) are strongly recommended to meet with the professor once the presentation is taking shape, to be sure the approach is on track. On Nov. 9 each group will have **15 min.** to present their analysis to the class, followed by leading a class discussion of **10 min.** The presentation should include:

- A summary of the plot of the film and an overview of the main character' s career trajectory as presented in the film;
- Identification and description of the three most important factors that you think have had or are having the most influence on the individual' s career; include an explanation of how these factors are related to the Inheritance, Cycle, AND/OR Action metaphors, as well as making a case and presenting evidence supporting your selection of the 3 factors;
- Analysis of how the concepts of 'habitus' and 'field' are illustrated in the film;
- Conclusions about how well career theories embedded in the Inheritance, Cycle, and Action metaphors account for the career trajectory you analyzed.

**Presentations must not exceed 15 min. and will be interrupted should they do so.** It is not necessary for all group members to participate in the presentation, as there will be only one grade or mark for the team as a whole. Groups are recommended to assign members to different aspects of the film to pay attention to *before* seeing the movie and to discuss their perceptions and conclusions *before* crafting the presentation. A hard copy of the PP Slides must be brought to class and given to Prof. Kim on Nov. 8th.

#### ◆ Career Analysis Paper & Presentation

The purpose of this paper is for students to demonstrate: a) ability to gather in-depth information about a single individual' s career and to convey the essential facts and ingredients of that career in their own words; b) mastery of selected material in the course by using concepts and theory to offer insights and understanding beyond the superficial story; c) analytical skill in choosing appropriate frameworks to apply informatively to the case at

hand. This assignment also provides an opportunity for students to develop skills in interviewing, and there will be a workshop in class held on Nov. 16 and/or Nov. 23 to help students prepare for this aspect.

The subject of this paper must be 40 years old or older and may **NOT** be a member of your immediate family (mother, father, sibling). It is strongly suggested that you choose to interview someone who is pursuing or has pursued in the past some kind of work that is of great interest to you, because the assignment represents an opportunity to learn more about a field you are considering. If you need help locating an individual who is in a particular field and would be willing to be interviewed, please make an appointment to meet with me at least 1 month before the due date.

The paper consists of 2 parts:

◆ Conveying the journey

- Providing a summary of the individual' s career path from the end of schooling to the present. This should be your retelling the story but without analysis. You should include the sequence of jobs held over time, with information about how the various moves came about and possibly peaks and valleys in terms of most and least fulfilling points in time.
- Giving an account of the individual' s reflections on factors influencing his or her career;

◆ Analysis

Selecting two or three career metaphors to use to explain and illuminate the individual' s career—how and why it has turned out as it has to date. You should demonstrate your understanding of theory covered so far in the course and be selective about your choice of metaphors to draw on.

Part 2 must be at least 1/3 of the total paper in terms of number of pages. This paper may turn out to be of very different lengths depending upon the informant' s age and the complexity of his or her career. In general, I would expect the paper to be 6-12 pages, double-spaced, using 12 Font and 1 inch margins all around. However, longer papers are acceptable as long as they don' t exceed 15 pages.

◆ Response papers - **Wednesdays by 5PM** to [ilju.kim@gmail.com](mailto:ilju.kim@gmail.com)

A response paper is your chance to communicate in writing your personal viewpoint on the weekly readings and the ideas and values contained therein. A good response paper will make a personal connection between the theories and constructs in the readings and your own experience. A response paper is not intended to be a comprehension test or a summary of the reading or your personal story (i.e. this happened, and then that happened).

When reading an assigned chapter/article, keep in mind that every author writes to make a point, to promote a position, a set of beliefs or values. Your first task in a response paper is to specify what you think these are. Your second task is to reflect on the point, positions, and values you have ascribed to the work. See if the perspective in the article is aligned with your own experience or not. Are they similar in some way? Are they at odds? How has seeing things from the author's perspective changed (or reaffirmed) your own viewpoint?

In short, a good response paper answers the following questions:

- What (meanings, values, etc.) was the author trying to promote?
- What is my personal position relative to the author's? You can write your own personal reaction and impressions to the report
- How has reading and reflecting on this affected my lived world experience?

#### ◆ Participation

Participation will be determined by your attendance record and by the quality of your contributions to class discussions. An interim Participation Mark will be included in Feedback on the Mid-Term Exam, so students know where they stand.

Class participation will provide opportunities to practice application of theory and concepts learned in class to concrete Industrial Relations situations. **Attendance and participation** in class is important. The kinds of behaviours I am looking for in class include:

- ◆ Coming to class having done the readings and being prepared to discuss them
- ◆ Comments or questions that follow from or add to, rather than distract from, those made by others.
- ◆ Examples from current news of the day or week, as reported in newspapers or on television.
- ◆ Opinions expressed that are well thought-out based on experience, conceptual materials from class, or outside readings.

It is not the quantity of contributions that counts: a student who speaks only two or three times the whole term may still earn a high participation grade if the quality of the contribution is high.

#### 5. Textbook and Reading List

- ◆ Required Texts: *Understanding Careers: Metaphors of Working Lives*, 2014, Kerr Inkson. London: Sage.
- ◆ Optional Texts: *Text 1: What Color is Your Parachute?* 2013, Richard Nelson Bolles. Toronto: Ten Speed Press.
- ◆ *Text 2: Career Management & Work-Life Integration: Using Self-Assessment to Navigate Contemporary Careers*, 2007, Brad Harrington & Douglas T. Hall. Los Angeles: Sage.

◆ Articles to be downloaded from Google Scholar

**6. Preparation and Review**

\*See Assessment Criteria above

**7. Note (Requirements, E-mail, Office Hour)**

**\*ADJUSTMENTS TO THE SYLLABUS**

As the semester progresses, you should expect some changes, additions, or deletions to this syllabus. Typically, these are not large adjustments and may often involve identifying which portions of a Chapter or a reading can be skipped or skimmed quickly. Any added course material will be distributed in class.

Email: [ilju.kim@gamil.com](mailto:ilju.kim@gamil.com)

Office Hour: Wednesdays 2:00-4:00pm, or by appointment

<b>Class Title : Japanese Business Communication 1 Instructor : Yoko SUGA Semester : Spring</b>		
<b>Course Number: EAC-ECM673</b>		
<b>Teaching Language : Japanese, English</b>		
<p>&lt;Note: This course is for JLPT N2~N1, N1, N1~ level students.</p> <p>As usual the students can join my classes without the course registration because of the ceiling of credits. Please register the major subjects as priority considering the ceiling of 34 credits/year.&gt;</p>		
<b>1. Course Objectives and Outline</b>		
<p>As a result of global trends, it is essential to enhance the flexibility and effectiveness as an organization, paying due respect to the diversity of staffs. But various problems and frictions are occurring at the workplace where foreign people and Japanese people work together always. IGSAP students will be expected to be the international leaders in the future. It is required for the students to accept this reality seriously, and acquire the knowledge and ability to find problems that could occur in the global society and work place. In this course we focus on how to find and solve cultural frictions in the global society and work place.</p>		
<b>2. Learning Goal</b>		
<p>The learning goal is enable enrolled students to cultivate problem-solving skills and relation adjustment in the global society and work place. Besides that, it is expected to form their own thought and philosophy through the discussion, presentation and so on.</p>		
<b>3. Course Content and Schedule</b>		
#	Topic	Contents
1	§6 Notice the differences	The differences come from behavior, view point and environment Think from a different angle
2		
3	§5 Barnga	Practice Barnga At least 12 members are necessary to practice Barnga, so it is adjusted the date and time for the other students could join this activity.
4	§7 Culture and Cognition	Analyze the various cognition
5		
6	§8 Discrimination	What is discrimination? Discrimination and intercultural understanding
7		
8	§9 World value	Four opposite thinking ways of value (Great East Japan earthquake 3.11 and Japanese value)
9	--inside and outside	
10	§10 Training for different culture	How to approach different culture
11	§11 Adoption of different	Can I be adopted into a different culture?

	culture	
12	§12 Who am I in the end?	Look at oneself objectively
13	§13 Nonverbal communication	Communication ways depend on culture.
14	Wrap-up	Presentation and discussion
15		

#### 4. Assessment Criteria

It is expected to attend the class regularly, participate actively in class and do all assignments. And please follow the rules in the class.

-Attendance=35%

-Assignment, Preparation=30%

-Presentation=35%

#### 5. Textbook and Reading List

-異文化理解入門(2017)研究社 ISBN 978-4-327-37734-2

-The Culture Map (INTL ED): Decoding How People Think, Lead, and Get Things Done Across Cultures (English Edition)

-異文化理解力(2016)英治出版 ISBN 978-4-862-76208-5

-はじめて学ぶ異文化コミュニケーション(2017)有斐閣選書 ISBN 978-4-641-28133-2

-ケースで学ぶ異文化コミュニケーション(2016)有斐閣選書 ISBN 978-4-641-28108-0

-ビジネスコミュニケーションのためのケース学習:職場のダイバーシティで学び合う(2015)ココ出版  
ISBN 978-4-904-59537-4

#### 6. Preparation and Review

Please read the materials thoroughly and carefully in advance.

#### 7. Note (Requirements, E-mail, Office Hour)

Rules in Class for keeping our effective learning environment.

1) Arrive on time

2) Be ready to learn

3) Use manners as an adult

4) Set the cell-phone to silent mode (If possible, turn off the cell-phone)

5) No food, no smell of food. Drink is O.K.

6) Be respectful to your classmates and teachers

7) Take risk and make mistakes

8) Raise your hands (But in case you would go to restroom during my lesson, it is O.K that you could raise your pocket tissues without any words.)

9) Properly throw the trash away in the trash can, we keep our classroom clean

10) Stick to the submission date

11) Never sit on the desk

I contact the enrolled students by mail as before.

During I stay in abroad, my sending mail tends to be spam, so I would send/send back the important mail in Japan for safety.

Office Hour: Students can contact me anytime via email.

<b>Class Title:</b> Japanese Business Communication 2 <b>Instructor:</b> Yoko SUGA <b>Semester:</b> Spring				
<b>Course Number:</b> EAC-ECM674				
<b>Teaching Language :</b> English + Japanese				
<p>&lt; Note: This course is for the students who joined Class 1 in the former semester in principle. As usual the students can join my class without the course registration. Please register the major subjects as priority considering the ceiling of 34 credits/year. &gt;</p>				
<b>1. Course Objectives and Outline</b>				
<p>As part of an effort towards globalization, Japanese companies that employ foreigners must take active measures. As a result of global trends, the number of students employed by Japanese companies (including internships) will vary, and this will have an effect on the opportunities to communicate in Japanese. Students will be expected to be able to; express themselves through greetings, introduce themselves, and talk about their country and culture, to the companies or organizations in which they work. In addition, this IGSAP's course aims to cultivate world-class international specialists, so in some cases, exhibiting leadership in specialized fields and making use of the Japanese language as leaders is expected. Besides, students will need to survive in Japan for at least 2 years. Essential Japanese literacy, the ability to adapt to Japanese society and to higher level communication skills with basic etiquette are indispensable factors.</p> <p>This course is organized to lay the groundwork for studying the above areas.</p>				
<b>2. Learning Goal</b>				
<p>The learning goal is enable the enrolled students to obtain basic communication skills in Japanese cultural knowledge and manners necessary to effectively and appropriately perform various kinds of basic interpersonal communication tasks in real-life or business situations. Besides, it is expected to form their own thought and philosophy more or less through the course.</p>				
<b>3. Course Content and Schedule</b>				
<p>The number of lessons in one semester is limited. The enrolled students will be expected to practice the things he or she learned in-and out-of-class actively, to act up the above mentioned skills. Even after completing both class 1 and 2, the enrolled students will also be expected to continue to study and practice Japanese language.</p> <p>For the oral homework, on Sunday or Tuesday, I will check that one by one during lunchtime as the former semester.</p>				
<b>Schedule</b>				
#	Date	Topic	Contents	Reference
1	4.4(Thu)	Review ~L9	Review Minnano Nihongo ~L9	PPT
2	4.11(Thu)	Listening/Writing Pronunciation/Intonation	Type Japanese by using the keyboard Practice how to check accent and intonation by internet.	Note PC
3	4.18(Thu)	L10 Existence, Position	(Basic)Expression of inanimate and animate existence and position.	PPT



4	4.25(Thu)	L11 Counter suffixes, Frequency Compare any two items	Expression of counting items, frequency and comparing items.	
5	5.2(Thu)			
6	5.16(Thu)	L12 Past tense, Negative form	How to make past tense and negative form of adjective.	
7	5.30(Thu)	L13 Want, Desire	Expression of what learners want and desire to do. How to make V te-form.	PPT
8	6.6(Thu)			
9	6.13(Thu)	L14 V te-form	Expression of certain and motion in progress Expression of offer to do something.	PPT
10	6.20(Thu)			
11	6.27(Thu)	L15 Permission, Prohibition Continuing action  L16 Way, Character	Expression of prohibition, prohibition, continuing action Expression of asking the way, Expression of N ga adj Describing a phenomenon by saying what was felt about it through one or more of the five senses and so on. Joining two or more sentences together.	PPT
12	7.4(Thu)			
13	7.11(Thu)			
14	7.18(Thu)	(L17 V-nai form)  Examination (Presentation)	Check the understanding, and as long as time permits, we go to the next lesson. (L17: Expression of asking or instructing someone not to do something. Expression something must to be done Expression that it is not necessary to do something. )	PPT
15	7.25(Thu)			

#### 4. Assessment Criteria

Students are expected to attend the class regularly, participate actively in class and do all assignments. And please follow the rules in the class.

- Attendance, and Learning, Pair or Group Work's Attitude actively in the class =35%
- Homework =30%
- Examination (Presentation) =35% (Considering the number of enrolled students, We'll discuss this combination on the 4<sup>th</sup> April.)

#### 5. Textbook and Reading List

**-Textbook \***

- Minna no Nihongo Shokyu I, the 2nd edition, 2013

<http://www.3anet.co.jp/ja/3110/> (Kana ver.)

<http://www.3anet.co.jp/ja/3715/> (Roman alphabet ver.)

**-Grammar book\***

- Minna no Nihongo I - Translations & Grammatical Notes, English ver. 2013

<http://www.3anet.co.jp/ja/3346/> (Kana ver.)

<http://www.3anet.co.jp/ja/3716/> (Roman alphabet ver.)

- Minna no Nihongo I - Translations & Grammatical Notes, Chinese ver. 2012

<http://www.3anet.co.jp/ja/3347/> (Kana ver.)

(\* *The enrolled students choose two; the one from Textbook, and the another from Grammar book.* )

Students are expected to continue to study Japanese language and manners with the same textbooks and grammar books in both autumn and spring semester.

**-Reference**

Japanese for Busy People, the 3rd edition, 2011

Kurashi no Nihongo - Conversation Book for everyday Japanese and English, 2008

NIHONGO FUN & EASY Survival Japanese Conversation for Beginners, 2009

Japan - The Original Point and Speak Phrase book, 2001

Japanese Sentence Patterns for Effective Communication: A Self-Study Course and Reference, 2012

The first Japanese textbook for foreigners in English, 2009

Doraemon no Dokodemo Nihongo, 2009

A Dictionary of Basic Japanese Grammar, 1989 ...and so on

The above books and dictionaries are stored in the mini-library on the third floor.

**6. Preparation and Review**

Please read "Minnano Nihongo Grammar Notes" thoroughly and carefully for preparation.

Please memorize new vocabularies and phrases for review.

**7. Note (Requirements, E-mail, Office Hour)**

Once you skip one lesson, it's very hard to catch up with other classmates. This is totally true. Therefore, regular attendance is also required.

There is no royal road to learning foreign language, especially for Japanese language that has 3 type of syllabaries, honorifics, ambiguous expression and gender differences...

Learners must learn Japanese step by step, review repeatedly. It may seem like a hassle but it is expected that students ought to go back to the basics again and again in the preparatory stage of foundation. Learners will not be expected to come to memorize just words and phrases instantly just only for examination, learners will be expected to become familiar with Japanese language and try to survive using Japanese expression in Japan.

~Rules in Class for keeping our effective learning environment.

1) Arrive on time

- 2) Be ready to learn
- 3) Use manners as an adult
- 4) Set the cell/smart-phone to silent mode. Never put the cell/ smart-phone on the desk during class.
- 5) No food, no smell of food. Drink is O.K.
- 6) Be respectful to your classmates and teachers
- 7) Take risk and make mistakes
- 8) Raise your hands (But in case you would go to restroom during my lesson, it is O.K that you could raise your pocket tissues without any words.)
- 9) Properly throw the trash away in the trash can, we keep our classroom clean
- 10) Stick to the submission date
- 11) Never sit on the desk

I send the enrolled students PPT materials every week by email.

Office Hour: Students can contact me anytime via email.

<b>Class Title:</b> Japanese Business Communication 3 <b>Instructor:</b> Yoko SUGA <b>Semester:</b> Spring				
<b>Course Number:</b> EAC-ECM690				
<b>Teaching Language :</b> English + Japanese				
<p>&lt; Note: This course is for the students who joined Class 2 in the former semester in principle. As usual the students can join my class without the course registration. Please register the major subjects as priority considering the ceiling of 34 credits/year. &gt;</p>				
<b>1. Course Objectives and Outline</b>				
<p>As part of an effort towards globalization, Japanese companies that employ foreigners must take active measures. As a result of global trends, the number of students employed by Japanese companies (including internships) will vary, and this will have an effect on the opportunities to communicate in Japanese. Students will be expected to be able to; express themselves through greetings, introduce themselves, and talk about their country and culture, to the companies or organizations in which they work. In addition, this IGSAP's course aims to cultivate world-class international specialists, so in some cases, exhibiting leadership in specialized fields and making use of the Japanese language as leaders is expected. Besides, students will need to survive in Japan for at least 2 years. Essential Japanese literacy, the ability to adapt to Japanese society and to higher level communication skills with basic etiquette are indispensable factors.</p> <p>This course is organized to lay the groundwork for studying the above areas.</p>				
<b>2. Learning Goal</b>				
<p>The learning goal is enable the enrolled students to obtain basic communication skills in Japanese cultural knowledge and manners necessary to effectively and appropriately perform various kinds of basic interpersonal communication tasks in real-life or business situations. Besides, it is expected to form their own thought and philosophy more or less through the course.</p>				
<b>3. Course Content and Schedule</b>				
<p>The number of lessons in one semester is limited. The enrolled students will be expected to practice the things he or she learned in-and out-of-class actively, to act up the above mentioned skills. Even after completing both class 2 and 3, the enrolled students will also be expected to continue to study and practice Japanese language.</p> <p>For the oral homework, on Sunday or Tuesday, I will check that one by one during lunchtime as the former semester.</p>				
<b>Schedule</b>				
#	Date	Topic	Contents	Reference
1	4.4(Thu)	Review ~L16	Review Minnano Nihongo ~L16	PPT
2	4.11(Thu)	L17	V nai-form Asking or telling someone not to do something Expression something must to be done	PPT

			Expression that it is not necessary to do something	
3	4.18(Thu)	L18	Dictionary form of Verb	PPT
4	4.25(Thu)		Expression the ability to do something or that some behavior is possible as a result of the situation	PPT
5	5.2(Thu)	L19	V ta-form	PPT
6	5.16(Thu)	L20	Expression that one has had a particular experience, without saying when that experience occurred.	
7	5.30(Thu)		Indicating a change of state Polite style and Plain style Conversation in the plain style	
8	6.6(Thu)	L21	Expressing conjecture	PPT
9	6.13(Thu)	L22	Stating an opinion	PPT
10	6.20(Thu)		Seeking agreement of confirmation from the listener Noun modification V- dictionary form + time, appointment something to do Expression for when the speaker is suggesting to the listener that they do something together	
11	6.27(Thu)	Mid-term check	Review and Practice	PPT
12	7.4(Thu)	L23	Expressing the time when the action has taken place	PPT
13	7.11(Thu)		Expressing natural or habitual results	
14	7.18(Thu)	(L24)	Check the understanding, and as long as time permits, we go to the next lesson.	PPT
15	7.25(Thu)	Examination (Presentation)	(L24: Giving and receiving. Doing a favour. Receiving a favour )	

#### 4. Assessment Criteria

Students are expected to attend the class regularly, participate actively in class and do all assignments. And please follow the rules in the class.

- Attendance, and Learning, Pair or Group Work's Attitude actively in the class =35%
- Homework =30%
- Examination (Presentation) =35% (Considering the number of enrolled students, We'll

discuss this combination on the 4<sup>th</sup> April.)

## 5. Textbook and Reading List

### -Textbook \*

- Minna no Nihongo Shokyu I, the 2nd edition, 2013

<http://www.3anet.co.jp/ja/3110/> (Kana ver.)

<http://www.3anet.co.jp/ja/3715/> (Roman alphabet ver.)

### -Grammar book\*

- Minna no Nihongo I - Translations & Grammatical Notes, English ver. 2013

<http://www.3anet.co.jp/ja/3346/> (Kana ver.)

<http://www.3anet.co.jp/ja/3716/> (Roman alphabet ver.)

- Minna no Nihongo I - Translations & Grammatical Notes, Chinese ver. 2012

<http://www.3anet.co.jp/ja/3347/> (Kana ver.)

(\* *The enrolled students choose two; the one from Textbook, and the another from Grammar book.* )

Students are expected to continue to study Japanese language and manners with the same textbooks and grammar books in both autumn and spring semester.

### -Reference

Japanese for Busy People, the 3rd edition, 2011

Kurashi no Nihongo - Conversation Book for everyday Japanese and English, 2008

NIHONGO FUN & EASY Survival Japanese Conversation for Beginners, 2009

Japan - The Original Point and Speak Phrase book, 2001

Japanese Sentence Patterns for Effective Communication: A Self-Study Course and Reference, 2012

The first Japanese textbook for foreigners in English, 2009

Doraemon no Dokodemo Nihongo, 2009

A Dictionary of Basic Japanese Grammar, 1989 ...and so on

The above books and dictionaries are stored in the mini-library on the third floor.

## 6. Preparation and Review

Please read "Minnano Nihongo Grammar Notes" thoroughly and carefully for preparation.

Please memorize new vocabularies and phrases for review.

## 7. Note (Requirements, E-mail, Office Hour)

Once you skip one lesson, it's very hard to catch up with other classmates. This is totally true. Therefore, regular attendance is also required.

There is no royal road to learning foreign language, especially for Japanese language that has 3 type of syllabaries, honorifics, ambiguous expression and gender differences...

Learners must learn Japanese step by step, review repeatedly. It may seem like a hassle but it is expected that students ought to go back to the basics again and again in the preparatory stage of foundation. Learners will not be expected to come to memorize just words and phrases instantly just only for examination, learners will be expected to become familiar with Japanese language and try to survive using Japanese expression in Japan.

~Rules in Class for keeping our effective learning environment.

- 1) Arrive on time
- 2) Be ready to learn
- 3) Use manners as an adult
- 4) Set the cell/smart-phone to silent mode. Never put the cell/ smart-phone on the desk during class.
- 5) No food, no smell of food. Drink is O.K.
- 6) Be respectful to your classmates and teachers
- 7) Take risk and make mistakes
- 8) Raise your hands (But in case you would go to restroom during my lesson, it is O.K that you could raise your pocket tissues without any words.)
- 9) Properly throw the trash away in the trash can, we keep our classroom clean
- 10) Stick to the submission date
- 11) Never sit on the desk

I send the enrolled students PPT materials every week by email as before.

**Office Hour:** Students can contact me anytime via email.

**Class Title :English Business Communication 1 Instructor :Hugh-Graham-Marr Semester :Spring**

**Course Number: EAC-ECM675**

**Teaching Language : English**

### **1. Course Objectives and Outline**

The aim of this course is to give students practice in using English to discuss and present on different business topics. While being introduced to some general topics, students will be asked to call on their own experiences – business and otherwise – to take part in discussions. Students will be introduced to the basics of business discussion—setting agendas, agreeing, disagreeing, adding information, referencing others, staying on topic, summarizing, concluding—and introduced to different discussion strategies and phrases. Some outside reading may also be assigned to help students prepare for discussions. In addition to discussion, there will be a strong emphasis on listening. Finally, it will be expected that each student make two short presentations over the course of the semester.

### **2. Learning Goals**

After completing this course a student should:

- have developed their knowledge of business words and phrases
- be better able to hear English as used in a business context
- be able to reasonably engage in business discussions and simple negotiations in English
- be able to present on matters related to their work or study

### **3. Course Content and Schedule**

Week 1: Introduction to business discussion / discussion phrases

Week 2: Different roles in a discussion + practice

Week 3: Using polite language + practice

Week 4: Discussion practice: Taxation and social purposes

Week 5: Discussion roleplay: an ethics problem

Week 6: What is negotiation? What is effective negotiation?

Week 7: Negotiation phrases / Planning for a negotiation / putting yourself in the other side' s shoes / positing possible outcomes

Week 8: Negotiation roleplay 1 / examination of the outcome

Week 9: Negotiation roleplay 2 / examination of the outcome

Week 10: What makes for an effective presentation? Parts of a presentation

Week 11: Presentation phrases + giving of presentation topic

Week 12: Body language / Use of voice / Use of visual aids

Week 13: Presentations

Week 14: Presentations (if necessary) + review for final exam

Week 15: Final exam

### **4. Assessment Criteria**

Attendance and classroom participation: 30%

Presentations: 30%



Final Exam: 40%

### **5. Textbook and Reading List**

No textbook for this course.

### **6. Preparation and Review**

Students are expected to be prepared for discussions and negotiation role plays, and to have done any of the outside assigned readings. They will also be expected to adequately prepare for any presentations.

### **7. Note (Requirements, E-mail, Office Hour)**

If you need to get in touch with me for any reason, I can be reached at <[hgm@meiji.ac.jp](mailto:hgm@meiji.ac.jp)>

Class Title :English Business Communication 2 Instructor :Hugh-Graham-Marr Semester :Spring

Course Number: EAC-ECM676

Teaching Language : English

### 1. Course Objectives and Outline

The aim of this course is to give students practice in using English to discuss and present on different business topics. While being introduced to some general topics, students will be asked to call on their own experiences – business and otherwise – to take part in discussions. Students will be introduced to the basics of business discussion—setting agendas, agreeing, disagreeing, adding information, referencing others, staying on topic, summarizing, concluding—and introduced to different discussion strategies and phrases. Some outside reading may also be assigned to help students prepare for discussions. In addition to discussion, there will be a strong emphasis on listening. Finally, it will be expected that each student make two short presentations over the course of the semester.

### 2. Learning Goals

After completing this course a student should:

- have developed their knowledge of business words and phrases
- be better able to hear English as used in a business context
- be able to reasonably engage in business discussions and simple negotiations in English
- be able to present on matters related to their work or study

### 3. Course Content and Schedule

Week 1: Introduction to business discussion / discussion phrases

Week 2: Different roles in a discussion + practice

Week 3: Using polite language + practice

Week 4: Discussion practice: Taxation and social purposes

Week 5: Discussion roleplay: an ethics problem

Week 6: What is negotiation? What is effective negotiation?

Week 7: Negotiation phrases / Planning for a negotiation / putting yourself in the other side' s shoes / positing possible outcomes

Week 8: Negotiation roleplay 1 / examination of the outcome

Week 9: Negotiation roleplay 2 / examination of the outcome

Week 10: What makes for an effective presentation? Parts of a presentation

Week 11: Presentation phrases + giving of presentation topic

Week 12: Body language / Use of voice / Use of visual aids

Week 13: Presentations

Week 14: Presentations (if necessary) + review for final exam

Week 15: Final exam

### 4. Assessment Criteria

Attendance and classroom participation: 30%

Presentations: 30%

Final Exam: 40%

### **5. Textbook and Reading List**

No textbook for this course.

### **6. Preparation and Review**

Students are expected to be prepared for discussions and negotiation role plays, and to have done any of the outside assigned readings. They will also be expected to adequately prepare for any presentations.

### **7. Note (Requirements, E-mail, Office Hour)**

If you need to get in touch with me for any reason, I can be reached at <[hgm@meiji.ac.jp](mailto:hgm@meiji.ac.jp)>

Class Title : Cross Section of MultiCulture 2                      Instructor : Prof. Takashi ABE

Semester : Spring

Course Number: EAC-ECM678

Teaching Language : English

### 1. Course Objectives and Outline

Being based on Cross-Section of Multi Culture 1, this course will focus upon deepening your understanding of Japanese culture and history. It begins out by visiting several scenic spots and touching Japanese manners and customs that last until today. The objective is for students to state their own views with profound original remarks and reflections. In this course students will learn Japanese language also.

### 2. Learning Goal

By the end of the course, students are expected to able to acquire clear understanding to Japanese culture, manners and customs. They will be able to comment on Japan from various angles.

### 3. Course Content and Schedule

Class is set on Saturday at Classroom #1, 16:20-17:50 for the sake of convenience. 15 classes in total.

※ Almost all the classes are held on the other days and somewhere outside of the classroom.

#### Timetable of Classes

No.	Date	Topic
1	To be announced	Study of Japanese History I (Kamakura)
2		
3	To be announced	Study of Japanese History II (Nikko)
4		
5	To be announced	“Sadou” (A Japanese traditional etiquette of preparing and drinking tea, and initially called “chayu”)
6	To be announced	Study of Japanese History III (Yokohama)
7		
8	To be announced	One day work experience at Grant Thornton
9		
10	17 June (Final decision)	Kabuki (A traditional stage drama performed exclusively by men)
11	24 June (Final decision)	Noh (a traditional form of masked drama)
12	5 July (Final decision)	Study of a traditional Japanese way of hospitality (Omotenashi no kokoro) at Oriental Land Co.,Ltd.

13	12 - 13 July (Final decision)	Tohoku University Tour & Sightseeing in Sendai
14		
15	27 July (Final decision)	Sumidagawa Fireworks Festival

※ Further details will be notified during the course registration period.

#### 4. Assessment Criteria

(1) Contribution to classes 100%

#### 5. Textbook and Reading List

Recommended readings will be assigned in the class. Most readings will be available on-line or distributed as copies.

#### 6. Preparation and Review

Each student is requested to submit several short essays on the topics in the lecture.

#### 7. Note (Requirements, E-mail, Office Hour)

Any IGSAP student who is interested in various issues in Japanese culture and history will be welcome to this lecture course.

Office hours can be booked via email: [takashi.abe.d5@tohoku.ac.jp](mailto:takashi.abe.d5@tohoku.ac.jp)

**Class Title: Academic English 2** | **Instructor: Dr. Ryan Hartley** | **Semester: Spring**

**Course Number: EAC-ECM680**

**Teaching Language : English**

### **1. Course Objectives and Outline**

This course aims to combine Academic English with Research Methods and ICT computer skills. It is designed for the beginner, who has probably not conducted or analysed in detail research in a formal Academic English environment.

This course is instructional and activity based, meaning that the focus is on gaining knowledge about research methods through part-teacher instruction but the majority being student-led, practical activities.

### **2. Learning Goal**

To understand, through an Academic English environment, all different stages to planning and conducting research. To be able to conceptualise research concepts clearly. To understand the practicalities of conducting research. To be able to use various computer software's - Microsoft Office, SPSS, and internet sources - to gather evidence and analyse it.

### **3. Course Content and Schedule**

The course is divided into four themes with three or four sub-theme components. The four themes are:

1. Planning Research
2. Conducting Research
3. Distributing Research: Information Communication Technology
4. Analysing Research

These themes are also progressively organised, so the student will move step-by-step from the beginning stages of planning and conducting research, to the final stages of analysing and presenting research.

This course handout can be found at: <https://tinyurl.com/yblmdejv>

Note: There will be no class on April 30<sup>th</sup> and July 2<sup>nd</sup>.

### **4. Assessment Criteria**

- (1) 50%: Attendance and class performances
- (2) 50%: Final test (class 15, JULY 23<sup>rd</sup>)

### **5. Textbook and Reading List**

All materials will be provided in-class.

### **6. Preparation and Review**

Students are expected to attend and participate actively in lecture time, and to complete written and spoken assignments on time and to a high standard.

### **7. Note (Requirements, E-mail, Office Hour)**

Email contact: [ryanhartley@tohoku.ac.jp](mailto:ryanhartley@tohoku.ac.jp)

<b>Class</b>	<b>Date/Time</b>	<b>Theme</b>	<b>Topic</b>
1	Tuesday, April 2 <sup>nd</sup> , 10.30am-12.00pm		COURSE PLANNING
2	Tuesday, April 9 <sup>th</sup> , 10.30am-12.00pm		Generating and Evaluating Ideas
3	Tuesday, April 16 <sup>th</sup> , 10.30am-12.00pm	PLANNING RESEARCH	Finding evidence: qualitative
4	Tuesday, April 23 <sup>rd</sup> , 10.30am-12.00pm		Finding evidence: statistics
5	Tuesday, May 7 <sup>th</sup> , 10.30am-12.00pm		Sampling, levels of measurement, and reliability
6	Tuesday, May 14 <sup>th</sup> , 10.30am-12.00pm	CONDUCTING	Research approaches and methodologies
7	Tuesday, May 21 <sup>st</sup> , 10.30am-12.00pm	RESEARCH	Questionnaires
8	Tuesday, May 28 <sup>th</sup> , 10.30am-12.00pm		Ethics in research
9	Tuesday, June 4 <sup>th</sup> , 10.30am-12.00pm	DISTRIBUTING	Word
10	Tuesday, June 11 <sup>th</sup> , 10.30am-12.00pm	RESEARCH: INFORMATION	Powerpoint
11	Tuesday, June 18 <sup>th</sup> , 10.30am-12.00pm	COMMUNICATION TECHNOLOGY	Excel
12	Tuesday, June 25 <sup>th</sup> , 10.30am-12.00pm		Excel
13	Tuesday, July 9 <sup>th</sup> , 10.30am-12.00pm	ANALYSING RESEARCH	SPSS - data entry & descriptive statistics
14	Tuesday, July 16 <sup>th</sup> , 10.30am-12.00pm		SPSS - inferential statistics
15	Tuesday, July 23 <sup>rd</sup> , 10.30am-12.00pm	Review	Test

<b>Class Title</b> :RST:Accounting System Design 1 <b>Instructor</b> :Toshifumi Takada <b>Semester</b> :Spring				
<b>Course Number</b> : EAC-ACC578				
<b>Teaching Language</b> : English				
<b>1. Course Objectives and Outline</b>				
Students who completed a course of Accounting System Design 1 can attend this Research on Specific Topics 1(RST1). Cases of accounting frauds (Enron, Olympus, Toshiba, etc.) will be used as materials of this course. Students can learn the solutions of accounting issues through understanding the cases. Students who write research papers can also attend this RST1 in addition to Seminar Class and they can get some hints of your papers.				
<b>2. Learning Goal</b>				
Students can understand cases of accounting fraud.				
<b>3. Course Content and Schedule</b>				
Class is to be held on 1 <sup>st</sup> and 3 <sup>rd</sup> Saturday and Sunday, 10:30 – 12:00 from April 6 to July 20, 2019; 15 classes.				
#	Date	Topic	Content	Reference
1	Apr 6	Orientation	Objective, Outline, Method, Evaluation Assignments	PPT by Takada
2	Apr 7	Accounting Fraud Introductions of Enron, Livedoor, Olympus, Toshiba	Structure; Reasons; Result	PPT by Takada
3	Apr 20	Enron Scandal (1)	Company outline Structure of accounting fraud	Presentations by students
4	Apr 21	Enron Scandal (2)	Role of board of directors Andersen as auditor	Presentations by students
5	May 4	Enron Scandal (3)	Sarbanes and Oxley Act	Presentations and discussions
6	May 5	Livedoor Case (1)	Company outline M&A by Horiemon	Presentations by students
7	May 18	Livedoor Case (2)	Financial techniques Special purpose corporations	Presentations by students



8	May 19	Livedoor Case (3)	M&A of Nippon Broadcasting Co.Ltd by Horiemon	Presentations by students
9	June 1	Olympus Case (1)	Company outline Japanese Bubble Economy in 1980s	Presentations by students
10	June 2	Olympus Case (2)	Change of accounting policy by Financial Service Agency = Convergence in 1990s	Presentations by students
11	June 15	Olympus Case (3)	Tobashi and M&A to hide and remove loss	Presentations by students
12	June 16	Toshiba Case (1)	Company outline M&A of Westinghouse Whistle-blowing	Presentations by students
13	July 6	Toshiba Case (2)	Earnings Management Legal or illegal? What is a watch dog doing?	Presentations by students
14	July 7	Toshiba Case (3)	Future of Toshiba Future of EY Shinnihon	Presentations by students
15	July 20	Fuji Film Holdings	New type of Accounting Fraud	PPT

#### 4. Assessment Criteria

- (1) 50%: Presentations
- (2) 50%: Final examination

#### 5. Textbook and Reading List

##### Reference

- (1) Reports of Independent Committee (Olympus and Toshiba)
- (2) Related articles on the website
- (3) Related accounting standards (IAS and IFRS)

#### 6. Preparation and Review

Students are required to prepare for the presentations assigned

**7. Note (Requirements, E-mail, Office Hour)**

The knowledge of accounting is required

Email: [ttakada0830@gmail.com](mailto:ttakada0830@gmail.com)

Office Hour: Sunday from 12:00 to 14:30

1. Course Objectives and Outline

- In this RST class, we'll intensively consider and discuss several specific topics related with financial accounting and auditing issues.
- It consists of two parts (Part A and Part B).

**Part A: Fundamental academic literatures : financial accounting , auditing and its related issues**

**Part B: Case studies : Learning about the well-known accounting fraud cases which have brought big impact toward institutional setting of financial accounting and audit**

.....

**Part A: Fundamental academic literatures : financial accounting , auditing and its related issues**

- Reading and discussing about the essentials in the fundamental academic books and papers.
- See “5. Textbook and Reading List” for the idea of reading suggestions

**Part B: Case studies : Learning about the well-known accounting fraud cases which have brought big impact toward institutional setting of financial accounting and audit**

- Through cases related to important accounting and audit standards' reforms, we will learn how accounting and auditing are affecting society and how they are affected by society.

Outline : How to proceed

- In this part, after reviewing the general theory on factors, schemes and methods of accounting frauds, we will analyze the cause of accounting and audit problems, and also consider the impact on the modification of accounting and auditing standard.
- Examples of cases to be used are mainly those of Japanese companies, but also famous ones overseas are planned to be adopted as appropriate.
- Through these case studies, we will deepen our understanding of the application of certain accounting standards and basic concepts of auditing.
- Examples of cases: Olympus, Nikko Cordial (predecessor of SMBC Nikko Securities), Japan Airlines, Kanebo, Livedoor, Risona Bank, Seibu Railway, Daiwa Bank (predecessor of Risona Bank), Media-Links
- Enron, WorldCom, Parmalat, ect.
- Discussion Points: Consolidated Accounting, Revenue Recognition of IT Companies, Reporting of Internal Control, Overstatement of sales, Excessive business development, Realizability of deferred tax assets, Going Concern, Merger and Acquisition, etc.

2. Learning Goal

- The aim of this class to develop and obtain critical/conceptual thinking skill, presentation skill and academic thinking skill. The student who enrolls this class need to select a academic paper or one fraud case and make an oral presentation.

### 3. Course Content and Schedule

- Each student is required to choose a specific problem of each interest in financial accounting or related issues.
- Students are supposed to prepare presentation slides or short resumes on each person's selected paper/case and make a presentation at least one time (around 10-20 min.).
- In this RST, several guest lecture classes will be scheduled as may be necessary.
- To learn about fundamental research methods, we'd like to read several empirical papers which have high academic value.
- In order to get familiar with Japanese business and cultural environment, we'll plan some field trips at students' requests.
- A detailed schedule will be announced in the first class.

### 4. Assessment Criteria

- (1) Attendance, frequency and quality of remarks in class 50%
- (2) Presentations, presentation handouts(or short essays) 50%

### 5. Textbook and Reading List

- References are introduced in each RST class as necessary.

#### **Accounting frauds**

Main:

- Schilit, H. and J. Perler (2010) *Financial Shenanigans: How to Detect Accounting Gimmicks & Fraud in Financial Reports*, Third Edition, McGraw-Hill Education.

Other materials

- Mulford C. W. and E.E. Comiskey(2005) *Creative Cash Flow Reporting: Uncovering Sustainable Financial Performance*, Wiley.
- Mulford C. W. and E.E. Comiskey(2002) *The Financial Numbers Game: Detecting Creative Accounting Practices*, Wiley.

#### **Reading Ideas**

##### **Fundamental ( in Financial Accounting)**

- Beaver, W.H. (1981) *Financial Reporting : An Accounting Revolution*, 3rd Edition (Translated into Japanese, 伊藤邦雄訳(2010)、『財務報告革命[第3版]』白桃書房、pp175-225。
- Christensen, J. and J. Demski(2002) *Accounting Theory: An Information Content Perspective*, McGraw-Hill, Translated into Japanese, 佐藤紘光他訳 (2007) 『会計情報の理論—情報内容パースペクティブ』中央経済社。
- Sunder, S. (1997), *Theory of Accounting and Control*, South-Western College Publishing , Translated into

Japanese, 山地秀俊、鈴木一水、松本祥尚、梶原晃訳(1998)、『会計とコントロールの理論 契約理論に基づく会計学入門』勁草書房。

- Watts, R. L. and J. L. Zimmerman (1986) *Positive Accounting Theory*. Prentice-Hall, Engelwood Cliffs, New Jersey. 須田一幸訳 (1990) 『実証理論としての会計学』白桃書房。
- William R. Scott (2014) *Financial Accounting Theory*, Prentice Hall; 7th edition, Translated into Japanese, 太田康広、椎葉惇、西谷順平訳(2008) 『財務会計の理論と実証』中央経済社。
- Previts et al. (2011) *A Global History of Accounting, Financial Reporting and Public Policy, Asia and Oceania*, Studies in the Development of Accounting Thought Volume 14C, The University of Sydney, Emerald Group Publishing Limited, Chapter 5 JAPAN, Part Two: Postwar to Present, by Shizuki Saito, pp.185-202.
- Healy, P. M. and J.M. Wahlen (1999) “A review of the earnings management literature and its implications for standard setting,” *Accounting Horizons*, pp.365-383.

### **International Accounting**

- Benston, G. J.,(ed.) M. Bromwich, R. E. Litan, and A. Wagenhofer (2006) *Worldwide Financial Reporting: The Development And Future of Accounting Standards*, Oxford University Press.
- Godfrey J.M. and K. Chalmers(ed.)(2007), *Globalisation of Accounting Standards*, Edward Elgar Publishing.

### **Auditing(classics)**

- Mautz, R.K. and H.A. Sharaf (1961) *The Philosophy of Auditing*, Monograph No.6, American Accounting Association, Translated into Japanese, 近澤弘治監訳(1987) 『監査理論の構造』中央経済社。
- Wallace, W. A.,(1991) *Auditing Monographs, Second Edition*, Pws-Kent Publishing Company, Boston, Translated into Japanese, 千代田邦夫他訳 (1991) 『ウォーレスの監査論—自由市場と規制市場における監査の経済的役割—』同文館出版。

## **6. Preparation and Review**

- Knowledge needed to take this lecture: Basic knowledge of accounting and auditing
- It is encouraged to read reference materials before and after the class.

## **7. Note (Requirements, E-mail, Office Hour)**

e-mail: hiroko.inokuma.d4@tohoku.ac.jp

Office Hour: Before and after this class

Class Title : RST: Tax Accounting1		Instructor : Yiuwai Wong		Semester : Spring	
Course Number: EAC-ACC580					
Teaching Language : English					
<b>1. Course Objectives and Outline</b>					
<p>In this course, students are expected to conceive clear consciousness of why and on what they are going to argue in their research papers and develop their capabilities and skills required to write excellent academic papers, through discussions in-class and guidance provided by the supervisor.</p> <p>Also, class will be divided into two parts, in the lecture part, skills and techniques that are required to write a research paper will be introduced. In the discussion part, students have to do some presentations about their own research paper.</p>					
<b>2. Learning Goal</b>					
Get some technical skills that are required to write a research paper.					
<b>3. Course Content and Schedule</b>					
No.	Date	Theme	Materials, etc.		
1	4/Apr/2019	Orientation	PPT, student presentation and discussion		
2	11/Apr/2019	ETL (Extract, Transform, Load)	PPT, student presentation and discussion		
3	18/Apr/2019	Regression Model 1 Basic knowledge	PPT, student presentation and discussion		
4	25/Apr/2019	Regression Model 2 Linear model and non-linear model	PPT, student presentation and discussion		
5	9/May/2019	Dummy Variable	PPT, student presentation and discussion		
6	16/May/2019	Empirical research on Accounting	Student presentation and discussion		
7	23/May/2019	Event study	Student presentation and discussion		
8	30/May/2019	Positive Accounting Theory	Student presentation and discussion		
9	13/Jun/2019	Tax accounting	Student presentation and discussion		
1 0	20/Jun/2019	Disclosure	Student presentation and discussion		
1 1	27/Jun/2019	Earnings management	Student presentation and discussion		
1 2	4/Jul/2019	Auditing	Student presentation and discussion		
1 3	11/Jul/2019	Student presentation	Student presentation and discussion		
1 4	18/Jul/2019	Student presentation	Student presentation and discussion		
1 5	25/Jul/2019	Student presentation	Student presentation and discussion		

#### **4. Assessment Criteria**

Attendance (30%)、Frequency and quality of remarks in class (30%)

Presentations and papers (40%)

#### **5. Textbook and Reading List**

Readings will be advised in class.

For example

Ball, Brown (1968), “An Empirical Evaluation of Accounting Income Numbers” , *Journal of Accounting Research* 6(2), pp.159-178.

William H. Beaver (1968), “The Information Content of Annual Earnings Announcements” , *Journal of Accounting Research* 6(Supplement), pp.67-92.

Ross L. Watts and Jerold L. Zimmerman (1978), “Towards a Positive Theory of the Determination of Accounting Standards” , *The Accounting Review* 53(1), pp. 112-134.

Plesko (2003), ” An evaluation of alternative measures of corporate tax rates” , *Journal of Accounting and Economics* 35, pp.201-226.

Hanlon, Slemrod (2009), “What Does Tax Aggressiveness Signal? Evidence from Stock Price Reactions to News about Tax Shelter Involvement” , *Journal of Public Economics* 93, pp.126-141.

Chen et al. (2010), “Are Family Firms More Tax Aggressive Than Non-Family Firms” , *Journal of Financial Economics* 95, pp.41-61.

Christine A. Botosan (1997), “Disclosure Level and the Cost of Equity Capital” , *The Accounting Review* 72(3), pp. 323-349.

Ronald A. Dye (1990),” Mandatory versus Voluntary Disclosures: The Cases of Financial and Real Externalities” , *The Accounting Review* 65(1), pp.1-24.

Dechow, P.M., Sloan, R., Sweeney, A., (1996), “Causes and consequences of earnings manipulation: an analysis of firms subject to enforcement actions by the SEC.” , *Contemporary Accounting Research* 13, pp.1-36.

Roychowdhury (2006), “Earnings management through real activities manipulation” , *Journal of Accounting and Economics* 42, pp.335-370.

Linda Elizabeth DeAngelo (1981), “Auditor Size and Audit Quality” , *Journal of Accounting and Economics* 3(3), pp.183-199.

Ross L. Watts and Jerold L. Zimmerman (1983), “Agency Problems, Auditing, and the Theory of the Firm: Some Evidence” , *Journal of Law and Economics* 26(3), pp.613-634.

#### **6. Preparation and Review**

##### **7. Note (Requirements, E-mail, Office Hour)**

[wong.yiu.wai.e6@tohoku.ac.jp](mailto:wong.yiu.wai.e6@tohoku.ac.jp), 9:30-18:30 Wednesday, Friday

<b>Class Title : RST: Global Politics 1</b>							
<b>Instructor : Prof. Hitoshi OHNISHI</b>	<b>Semester : Spring</b>						
Course Number: EAC-ECM575							
Teaching Language : English							
<p><b>1. Course Objectives and Outline</b></p> <p>The aim of this course is to intensively consider and discuss several specific major issues in contemporary international and domestic politics.</p>							
<p><b>2. Learning Goal</b></p> <p>Any IGSAP student who is interested in public policy and likes intellectual dialogues will be welcome to this RST course. The student who enrolls on the course is expected to develop his/her capabilities to analyze politics and her/his own original ideas on it. Above all, every student is strongly encouraged to be engaged in frank and heated discussions with fellow students and the supervising professor in class.</p>							
<p><b>3. Course Content and Schedule</b></p> <p>The course will be given at 14:40-16:10 on Tuesday from the beginning of April to July in 2019.</p> <p>Each student who enrolls on the course, first, has to choose a specific problem of his/her interests in international or domestic politics. She/he is, then, requested to make an oral presentation on why he/she is interested in the problem, and finally, submit a term paper to argue how the problem should be understood and/or solved.</p> <p>A detailed schedule for the course will be fixed in the first class on 9 April.</p>							
<p><b>4. Assessment Criteria</b></p> <table> <tr> <td>Attendance</td> <td>35%</td> </tr> <tr> <td>Frequency and quality of remarks in class</td> <td>35%</td> </tr> <tr> <td>Presentations and papers</td> <td>30%</td> </tr> </table>		Attendance	35%	Frequency and quality of remarks in class	35%	Presentations and papers	30%
Attendance	35%						
Frequency and quality of remarks in class	35%						
Presentations and papers	30%						
<p><b>5. Textbook and Reading List</b></p> <p>Textbook: John Baylis, Steve Smith, and Patricia Owens (eds.), <i>The Globalization of World Politics: An introduction to international relations</i> 6th edition, Oxford University Press, 2014</p>							
<p><b>6. Preparation and Review</b></p> <p>See 3.</p>							
<p><b>7. Note (Requirements, E-mail, Office Hour)</b></p> <p>The students who wish to enrol on the course have to be present without fail in the first class on Tuesday, 9 April, where a detailed orientation will be provided.</p>							



Class Title : RST: Global Health 1 Instructor : Prof. Yoshitaka TSUBONO

Semester : Spring

Course Number: EAC-ECM577

Teaching Language : English

#### 1. Course Objectives and Outline

##### **Global Health Issues in The New York Times International Edition**

Health and medicine represent a substantial proportion of news media coverage. This is not only because news on health and medicine are interesting and important in themselves (such as major scientific discoveries, developments of drugs, new disease outbreaks), but also because issues in health and medicine greatly influence society, economy and politics in today's globe.

In this class, the students read, present and discuss latest news articles on health and medicine reported in New York Times International Edition. Articles in New York Times International Edition are selected as teaching materials because the newspaper is one of the best in terms of quality and breadth of coverages in the fields of health and medicine, not necessarily because the lecturer endorse general political views of the paper.

#### 2. Learning Goal

The students are expected to learn about the latest news and events in health and medicine and how they affect global society at large. They are also expected to obtain skills to critically evaluate the credibility of news articles.

#### 3. Course Content and Schedule

The lectures will be held from Aug 26 (Mon), 2019, through Aug 31(Sat), 2019 (6 consecutive days). Class hours will determined.

The lecturer select articles and distribute them to students in advance. All students are requested to read them in advance, and one student per article are assigned to prepare handouts to present summary, background, and discussion points of the article. The students are required to submit a term paper at the end of semester.

Details will be discussed at the first class.

#### 4. Assessment Criteria

- (1) 30%: Attendance
- (2) 40%: Class participation, including presentation of the articles assigned
- (3) 30%: Term paper, due by the end of the semester

#### 5. Textbook and Reading List

Articles in the New York Times International and other materials will be provided at the classes.

#### 6. Preparation and Review

See 3

**7. Note (Requirements, E-mail, Office Hour)**

No previous knowledge of biology or health sciences is required, since the lecturer (medical doctor and PhD) will explain relevant basics.

Students can contact the lecturer anytime via email: [ysubono@gmail.com](mailto:ysubono@gmail.com).

**Class Title : RST: History of SMEs 1    Instructor : Masatoshi SAKAKI    Semester : Spring**

**Course Number: EAC-ACC581**

**Teaching Language : English**

### **1. Course Objectives and Outline**

A mere definition can hardly depict SMEs nowadays, and there are still two policy aspects for SMEs such as economic and social ones.

Students reconfirm their basic understanding of SMEs and Finance theory and apply those knowledges to notice the different characteristic in financing between large companies and SMEs.

### **2. Learning Goal**

Expand practical capacity and ability to solve the financial problem of SMEs with respect to the stage of economic development and institutional setting.

### **3. Course Content and Schedule**

1. Orientation
2. What are SMEs
3. Brief overview of related Finance theory
4. Case discussion(1)
5. Case discussion(2)
6. Case discussion(3)
7. Case discussion(4)
8. Case discussion(5)
9. Case discussion(6)
10. Case discussion(7)
11. Case discussion(8)
12. Case discussion(9)
13. Case discussion(10)
14. Past and future of finance for SMEs
15. Summary

### **4. Assessment Criteria**

Class participation 70% (No show counts for zero points in the final evaluation). Report 30%.

### **5. Textbook and Reading List**

They are to be provided in case of necessity.

### **6. Preparation and Review**

Preparation is indispensable for having good score in class participation. Adding something helpful to understand each class objective is welcome. Case material is to be provided at the

end of prior class.

**7. Note (Requirements, E-mail, Office Hour)**

Email: sakakimstsh@gmail.com

Office hour: After this class

Class Title : RST : Corporate Finance 1 Instructor : Zen-Ichiro Ishibashi

Semester : Spring

Course Number: EAC-ACC582

Teaching Language : English

### 1. Course Objectives and Outline

The objective of this course is for the students to learn the content of the examinations for 'CMA (Certified Management Accountants)' professional certification credential.

This class is recommended for the students who plan to build his or her career as finance professionals and who wish to earn CMA professional certification credential in the future. Therefore, it is required for the students to take both 'Corporate Finance and Cash Flow Management 2' and 'Management Accounting' this spring semester in order to take this class.

In the class the students will work on the questions from CMA examinations in the fields covered by 'Corporate Finance and Cash Flow Management 2' .

The following topics will be covered :

- Introduction to Financial Management
- Valuation
- Tools of Financial Analysis and Planning
- Working Capital Management

### 2. Learning Goal

The students will be ready for taking CMA examinations in the fields covered by the class titled 'Corporate Finance and Cash Flow Management 2' held this spring semester.

### 3. Course Content and Schedule

The class will be held at Hirai campus from **8:50AM to 10:20AM** on **every Tuesday** from the beginning of April to the end of July in 2019.

No class will be held on **April 30<sup>th</sup>**, **June 11<sup>th</sup>** and **June 18<sup>th</sup>**.

15 classes will be held in total.

#### ● 1st Class

- Date : **April 2nd**
- Topic : Orientation and Introduction
- Content : Self-Introduction, Objective, Outline of the classes, Method and Evaluation

➤ Reference : PPT

● 2nd Class

➤ Date : **April 9th**

➤ Topic : The Role of Finance Management & The Business, Tax, and Financial Environments

➤ Content : What is Financial Management ? The Goal of the Firm, Corporate Governance, Organization of the Financial Management Function, The Business Environment, The Tax Environment and The Financial Environment

➤ Reference : PPT

● 3rd Class

➤ Date : **April 16th**

➤ Topic : The Time Value of Money (1)

➤ Content : The Interest Rate, Simple Interest, Compound Interest, Compounding More Than Once a Year, Amortizing a Loan

➤ Reference : PPT

● 4th Class

➤ Date : **April 23rd**

➤ Topic : The Time Value of Money (2)

➤ Content : The Interest Rate, Simple Interest, Compound Interest, Compounding More Than Once a Year, Amortizing a Loan

➤ Reference : PPT

● 5th Class

➤ Date : **May 7th**

➤ Topic : The Valuation of Long-Term Securities

➤ Content : Distinctions Among Valuation Concepts, Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Rates of Return

➤ Reference : PPT

● 6th Class

➤ Date : **May 14th**

➤ Topic : Risk and Return (1)

➤ Content : Defining Risk and Return, Using Probability Distributions to Measure Risk, Attitudes Toward Risk, Risk and Return in a Portfolio Context, Diversification, The Capital-Asset Pricing Model, Efficient Financial Markets

➤ Reference : PPT

- 7th Class
  - Date : **May 21st**
  - Topic : Risk and Return (2)
  - Content : Defining Risk and Return, Using Probability Distributions to Measure Risk, Attitudes Toward Risk, Risk and Return in a Portfolio Context, Diversification, The Capital-Asset Pricing Model, Efficient Financial Markets
  - Reference : PPT
  
- 8th Class
  - Date : **May 28th**
  - Topic : Financial Statement Analysis (1)
  - Content : Financial Statements, A Possible Framework for Analysis, Balance Sheet Ratios, Income Statement / Balance Sheet Ratios, Trend Analysis and Common-Size and Index Analysis
  - Reference : PPT
  
- 9th Class
  - Date : **June 4th**
  - Topic : Financial Statement Analysis (2)
  - Content : Financial Statements, A Possible Framework for Analysis, Balance Sheet Ratios, Income Statement / Balance Sheet Ratios, Trend Analysis and Common-Size and Index Analysis
  - Reference : PPT
  
- 10th Class
  - Date : **June 25th**
  - Topic : Fund Analysis, Cash-Flow Analysis, and Financial Planning (1)
  - Content : Flow of Funds (Sources and Uses) Statement, Accounting Statement of Cash Flows, Cash-Flow Forecasting, Range of Cash-Flow Estimates and Forecasting Financial Statements
  - Reference : PPT
  
- 11th Class
  - Date : **July 2nd**
  - Topic : Fund Analysis, Cash-Flow Analysis, and Financial Planning (2)
  - Content : Flow of Funds (Sources and Uses) Statement, Accounting Statement of Cash Flows, Cash-Flow Forecasting, Range of Cash-Flow Estimates and Forecasting Financial Statements
  - Reference : PPT

- 12th Class
  - Date : **July 9th**
  - Topic : Overview of Working Capital Management
  - Content : Working Capital Issues, Financing Current Assets : Short-term and Long-Term Mix
  - Reference : PPT
  
- 13th Class
  - Date : **July 16th**
  - Topic : Cash and Marketable Securities Management
  - Content : Motives for Holding Cash, Speeding Up Cash receipts, Slowing Down Cash Payouts, E-Commerce, Outsourcing, Cash Balance to Maintain and Investment to Marketable Securities
  - Reference : PPT
  
- 14th Class
  - Date : **July 23rd**
  - Topic : Account Receivable and Inventory Management
  - Content : Credit and Collection Policies, Analyzing the Credit Applicant and Inventory Management and Control
  - Reference : PPT
  
- 15th Class
  - Date : **July 30th**
  - Topic : Short-Term Financing and Final Examination
  - Content : Spontaneous Financing, Negotiated Financing, Factoring Accounts Receivable and Composition of Short-Term Financing
  - Reference : PPT

#### 4. Assessment Criteria

- (1) 60% : Attendance and class contribution account for 40% and 20% of the course grade respectively.
  
- (2) 40% : Final examination accounts for 40% of the course grade. Final Examination held on **July 30<sup>th</sup>**

Evaluation will be conducted in accordance with absolute assessment criteria.



## 5. Textbook and Reading List

James C. Van Horne, John M. Wachowicz, Jr, **Fundamentals of Financial Management, Thirteenth edition** published by Pearson Educated Limited in 2009. (Indian edition with same content was also published by Pearson India Education Service PVT, Ltd in 2016.)

## 6. Preparation and Review

Pre-reading and review of assigned chapter of the textbook is required. Pre-reading and review of assigned chapter may take an average student 3 hours per week.

## 7. Note (Requirements, E-mail, Office Hour)

- (1) Please bring a calculator.
- (2) E-mail : [zen1484@yahoo.co.jp](mailto:zen1484@yahoo.co.jp)
- (3) Office Hour : By appointment

**Class Title :** Seminar Class on Accounting System Design 1b **Instructor :** Toshifumi Takada

**Semester :** Spring

**Course Number:** EAC-ACC584

**Teaching Language :** English

### 1. Course Objectives and Outline

Students who will write Research Paper can attend this Seminar Class 1b. The objective of this class is to prepare for Research Paper for the students who will write Research Paper in the field of accounting.

### 2. Learning Goal

Students can decide the outline of their Research Paper.

### 3. Course Content and Schedule

Class is to be held on 1<sup>st</sup> and 3<sup>rd</sup> Saturday and Sunday, 14:40 – 16:10 from April 6 to July 20, 2019; 15 classes.

#	Date	Topic	Content	Reference
1	Apr 6	Orientation	Objective, Outline, Method, Evaluation	PPT
2	Apr 7	Presentation (1) by a student assigned.	Survey of prior study	PPT
3	Apr 20	Presentation (2) by a student assigned.	Survey of prior study	PPT
4	Apr 21	Presentation (3) by a student assigned.	Survey of prior study	PPT
5	May 4	Presentation (4) by a student assigned.	Survey of prior study	PPT
6	May 5	Presentation (5) by a student assigned.	Survey of prior study	PPT
7	May 18	Presentation (6) by a student assigned.	Research Design	PPT
8	May 19	Presentation (7) by a student assigned.	Research Design	PPT
9	June 1	Presentation (8) by a student assigned.	Research Design	PPT
10	June 2	Presentation (9) by a student assigned.	Research Design	PPT
11	June 15	Presentation (10) by a student assigned.	Research Design	PPT

		student assigned.		
12	June 16	Presentation (11) by a student assigned.	How to collect data	PPT
13	July 6	Presentation (12) by a student assigned.	How to collect data	PPT
14	July 7	Presentation (13) by a student assigned.	How to collect data	PPT
15	July 20	Presentation (14) by a student assigned.	How to collect data	PPT

#### 4. Assessment Criteria

100%: Attendance and Presentations

#### 5. Textbook and Reading List

Reference

Prior articles, basic textbook of statistics

#### 6. Preparation and Review

Students are required to prepare for their presentations

#### 7. Note (Requirements, E-mail, Office Hour)

Basic knowledge of statistics is required

Email: [ttakada0830@gmail.com](mailto:ttakada0830@gmail.com)

Office Hour: after the class

**Class Title :** Seminar Class on Accounting System Design 2b **Instructor :** Toshifumi Takada  
**Semester :** Spring

**Course Number:** EAC-ACC684

**Teaching Language :** English

### 1. Course Objectives and Outline

Students who will write Research Paper can attend this Seminar Class 2b. The objective of this class is to write the final draft of Research Paper for the students who will complete IGSAP at this semester.

### 2. Learning Goal

Students can finish writing their final draft.

### 3. Course Content and Schedule

Class is to be held on 1<sup>st</sup> and 3<sup>rd</sup> of Saturday and Sunday, 8:50 – 10:20 from April 6 to July 15, 2019; 15 classes. Instruction will be made by email and other internet method.

#	Date	Topic	Content	Reference
1	Apr 6	Orientation	Objective, Outline, Method, Evaluation	PPT
2	Apr 7	Presentation (1) by a student assigned.	Draft	email
3	Apr 20	Presentation (2) by a student assigned.	Draft	email
4	Apr 21	Presentation (3) by a student assigned.	Draft	email
5	May 4	Presentation (4) by a student assigned.	Draft	email
6	May 5	Presentation (5) by a student assigned.	Draft	email
7	May 18	Presentation (6) by a student assigned.	Draft	email
8	May 19	Presentation (7) by a student assigned.	Draft	email
9	June 1	Presentation (8) by a student assigned.	Draft	email
10	June 2	Presentation (9) by a student assigned.	Draft	email
11	June 15	Presentation (10) by a student assigned.	Draft	email

12	June 16	Final Examination	Research Paper	interview
13	July 6	Follow up	Research Paper	email
14	July 7	Follow up	Research Paper	email
15	July 20	Follow up	Research Paper	email

**4. Assessment Criteria**

100%: Attendance and Presentations

**5. Textbook and Reading List**

Reference

Prior study

**6. Preparation and Review**

Students are required to prepare for writing draft and to attend final examination.

**7. Note (Requirements, E-mail, Office Hour)**

Writing draft steadily

Email: [ttakada0830@gmail.com](mailto:ttakada0830@gmail.com)

Office Hour: after the class

Class Title : Seminar Class on Tax Accounting 1b

Instructor : Yiuwai Wong

Semester : Spring

Course Number: EAC-ACC588

Teaching Language : English

### 1. Course Objectives and Outline

This seminar course is offered exclusively to those students who intend to submit their research papers on themes mainly in the field of Accounting or Finance, in order to complete their IGSAP MA degree courses.

### 2. Learning Goal

In the seminar course, the students are expected to conceive clear consciousness of why and on what they are going to argue in their research papers and develop their capabilities and skills required to write excellent academic papers, through discussions in class and guidance provided by the supervisor.

### 3. Course Content and Schedule

Course Content of Seminar Class 1b: Students who will write a research paper can attend this Seminar Class.

You can learn how to focus topics, the methods how to collect samples at this seminar class. You are required to make a presentation at a designated class. Reading prior studies is also important.

Schedule: 15 times

### 4. Assessment Criteria

Attendance (30%)

Frequency and quality of remarks in class (40%)

Presentations (30%)

### 5. Textbook and Reading List

Related papers of prior study

### 6. Preparation and Review

Reading related papers beforehand and making draft of a research paper

### 7. Note (Requirements, E-mail, Office Hour)

[wong.yiu.wai.e6@tohoku.ac.jp](mailto:wong.yiu.wai.e6@tohoku.ac.jp), 9:30-18:30 Wednesday, Friday

Class Title : Seminar Class on Tax Accounting 2b

Instructor : Yiuwai Wong

Semester : Spring

Course Number: EAC-ACC688

Teaching Language : English

### 1. Course Objectives and Outline

This seminar course is offered exclusively to those students who intend to submit their research papers on themes mainly in the field of Accounting, in order to complete their IGSAP MA degree courses.

### 2. Learning Goal

In the seminar course, the students are expected to conceive clear consciousness of why and on what they are going to argue in their research papers and develop their capabilities and skills required to write excellent academic papers, through discussions in class and guidance provided by the supervisor.

### 3. Course Content and Schedule

Course Content of Seminar Class 2b: Senior students who submit a research paper in the field of accounting this semester must attend this Seminar Class or Seminar Class on Tax Accounting 2b. You must submit your final research paper at this semester. Double Degree (DD) students who have already returned to the home institutions must correspond to Professor Wong every week and report the progress by email. Other students who will write a research paper at this semester must attend the guidance for research paper. The date of the guidance will be announced from IGSAP office.

Schedule: 15 times

### 4. Assessment Criteria

Attendance (30%)

Frequency and quality of remarks in class (40%)

Presentations (30%)

### 5. Textbook and Reading List

Related papers of prior study

### 6. Preparation and Review

Reading related papers beforehand and making draft of a research paper

### 7. Note (Requirements, E-mail, Office Hour)

[wong.yiu.wai.e6@tohoku.ac.jp](mailto:wong.yiu.wai.e6@tohoku.ac.jp), 9:30-18:30 Wednesday, Friday

<b>Class Title : Seminar Class on Modern Public Policy 1b, 2b</b>
<b>Instructor : Prof. Hitoshi OHNISHI</b> <b>Semester : Spring</b>
Course Number: EAC-ECM582, EAC-ECM688
Teaching Language : English
<p><b>1. Course Objectives and Outline</b></p> <p>The seminar course 1b is offered exclusively to those students who intend to submit their research papers on themes in the field of public policy, in order to obtain their IGSAP MA degrees.</p> <p>The seminar course 2b is offered exclusively to those students who intend to take the final exams (defences) that are scheduled to be given in May or June in 2019, in order to complete their IGSAP MA degree courses.</p> <p><b>2. Learning Goal</b></p> <p>In the seminar course 1b, the students are expected to conceive clear consciousness of why and on what they are going to argue in their research papers and develop their capabilities and skills required to write excellent academic papers, through discussions in class and guidance provided by the supervisor.</p> <p><b>3. Course Content and Schedule</b></p> <p>The seminar course 1b, in principle, will be given at 4:20-5:50 on Tuesday from the beginning of April to July in 2019. A detailed schedule will be fixed in the first class at 2:40-4:10 (Please mind that the first class will not start at 4:20 but at 2:40) on 9 April.</p> <p>In an early stage of the course, each student is requested to give a short sketch of his/her planned research paper. This will be commented upon by fellow students and the supervising professor, and refined via intensive, interactive feedback and revisions throughout the following weeks. And, in the final stage, each student is required to make a progress report on her/his paper.</p> <p>The students who take the seminar course 2b will be given advice by the supervising professor via internet.</p> <p><b>4. Assessment Criteria</b></p> <p>Attendance 35%</p> <p>Frequency and quality of remarks in class 35%</p> <p>Presentations and papers 30%</p> <p><b>5. Textbook and Reading List</b></p> <p>Readings will be advised in class.</p> <p><b>6. Preparation and Review</b></p> <p>See 3.</p> <p><b>7. Note (Requirements, E-mail, Office Hour)</b></p> <p>Every student who enrolls on the seminar course 1b is requested to also take RST: Global Politics 1, which will be given at 2:40-4:10 on Tuesday from the beginning of April to July in 2019. Accordingly, the student has to be present without fail in the first class in RST 1, which will start at 2:40 on Tuesday, 9 April. An orientation towards the seminar course will immediately follow the first class in RST 1.</p>



