

Department	International College of Liberal Arts		
Semester	Spring 2025	Year Offered (Odd/Even/Every Year)	Every Year
Course Number	ECON350		
Course Title	Entrepreneurship		
Prerequisites	None		
Course Instructor	SUGA Hitoshi	Year Available (Grade Level)	2
Subject Area	Global Business & Economics	Number of Credits	3
Class Style	Lecture	Language of instruction	English

(NOTE 1) Depending on the class size and the capacity of the facility, we may not be able to accommodate all students who wish to register for the course

Course Description	<p>Main communication tool between the instructor and the students in this course will be simple emails each student uses most frequently. Students registering this course must inform and register with the instructor at <a href="mailto:hhf00530@nifty.com">hhf00530@nifty.com</a> his or her most-frequently used email address as soon as you register. Lecture materials and feedback will be sent by email only.</p> <p>Also, all students taking this course MUST attend the Week 1 classes (plus mandatory classes marked *) and read the assigned Takahiko Naraki case at the YGU library(A few copies of this case are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the case within the library only. No copying or photographing of the case is permitted)and submitting the instructor one page report by the 2nd week on April.17(Thus) by email on the question below: i.e. Q: If you were Takahiko Naraki would you have done the same thing or differently? Also, Each student MUST purchase individually HBSP (Harvard Business School Publishing) Coursepack (US\$24.75) exclusively assigned to this course online by each student's international credit card through the assigned unique URL of Harvard Business Publishing(HBSP) by no later than April 28. <a href="https://hbsp.harvard.edu/import/1271228">https://hbsp.harvard.edu/import/1271228</a> (Midterm exam case hidden until 10 min. before the exam is included in the Coursepack and no student can take the Midterm exam without purchasing and downloading the assigned Coursepack online).</p> <p>Entrepreneurship is attitude toward life. Venture business and entrepreneurship constitute the very foundation of modern capitalism. Toyota, Sony, Honda, Panasonic, Kyocera, Mitsui, and Mitsubishi as well as Microsoft, Apple, Google, Yahoo, Intel, Amazon and Facebook(Meta) all started out as tiny ventures. However, present-day Japan substantially lags far behind other OECD nations in terms individual aspirations and track record of starting and cultivating new companies. Only in the last 15 years or so, emergence of unique start-ups in the area of smartphone applications and other IT-related businesses as well as some bio-medical ventures in particular have started to be seen in the Japanese market with exits either in IPO's or trade sales. Yet, Japan will definitely have to overhaul its entire energy, industrial and economic structure especially after the Great East Japan Earthquake, Tsunami, and the Nuclear plant disaster in Fukushima and COVID and must see more ambitious and long-lasting scalable and global ventures which can command the global standard, including various social, medical, and renewable energy entrepreneurs popping up throughout the country to be started by either Japanese or non-Japanese alike. Highly successful over-Trillion yen annual sales old ventures such as NIDEC(Nihon Densan), Uniqlo, Softbank, PPIH (Don Quijote) or Rakuten emerged over the last 30 years, but such scalable global ventures are not commonly found in the last two decades in Japan.</p> <p>The situation in Japan is in stark contrast to the eco-system of Silicon Valley in California and some other parts of the world, where successful ventures and industrial frontiers are constantly emerging. It is time for Japan to re-engineer its venture eco-system so exciting and socially conscious new companies can once again emerge and grow, and even replace some old-style, stodgy existing bureaucratic big businesses, most of which have failed to make substantial progress against the emerging competitions from Korea and China and other growing countries for the last decades, or worse, are even on the verge of going out of business.</p> <p>Throughout the course, students will experience the 'real world' of entrepreneurship through eyes and true stories of entrepreneurs who will visit our class FTF or Zoom online to give their real live stories. Students will also be exposed to a wide range of theories and conceptual frameworks and will learn practical skills through the analysis of case studies many of which are still on-going. Groups ("Companies") of students will be formed and will participate in a business plan competition to be waged toward the end of the semester. The presentation will be judged by 'real world' entrepreneurs and the instructor. In the event that there emerges an exceptionally attractive plan, students may have an opportunity to bring your dream to the real world through the instructor's own venture capital network.</p>
Class plan based on course evaluation from previous academic year	<p>As the students' course evaluation and feedback in previous academic years for this course were generally pretty good and positive, not much will be changed in the class plan, while this year some guest lectures and possibly BPC(Business Plan Contest) will be conducted online using Zoom. Also, The pace and timing of study themes and guest speakers are subject to change.</p>
Course related to the instructor's practical experience (Summary of experience)	<p>The instructor is a successful entrepreneur, and founder and former CEO of a major venture capital firm backed up by a large global trading and investment company, Mitsui &amp; Co., where he has worked for 24 years, and has served as founding Vice Chairman and Board Member of a well-known major coffee shop chain in Japan, Tully's Coffee Japan Co., Ltd., since its start-up stage, which went public in 2001. His total combined # of years for real business world experience with strong track record is more than 40 years. He is a graduate of Waseda University (BA in Political Science, 1976) and MBA from Harvard Business School (1985) and also taught "Entrepreneurship" at Akita International University as its Visiting Professor for 11 years, and "Business Start-ups and New Business Creation" at Kyoto University and its International Education Program (KUINEP) for several years as its adjunct lecturer. He has taught for 12 years "General Management in Japan II: Entrepreneurship as Corporate Strategy" at Keio Business School (MBA/International Program) as an adjunct lecture during Jan/Mar period until 2023. <a href="https://www.icla.ygu.ac.jp/en/hitoshi-suga/">https://www.icla.ygu.ac.jp/en/hitoshi-suga/</a> <a href="http://www.odyssey-com.co.jp/venture/lecturer">http://www.odyssey-com.co.jp/venture/lecturer</a></p>

Learning Goals	The Learning Goals of the course are to learn management theories of entrepreneurship and experience the real entrepreneurial stories through case studies, guest lectures by real successful entrepreneurs, and students' group business plan contest to nurture future entrepreneurs, who are also expected to easily cross national borders in their venture business activities related to Japan in future. Throughout the course, each student is expected to develop Critical, Creative, Independent and Global thinking.
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iCLA Diploma Policy	DP1/DP2/DP3/DP4
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## iCLA Diploma Policy

(DP1) To Value Knowledge – Having high oral and written communication skills to be able to both comprehend and transfer knowledge

(DP2) To Be Able to Adapt to a Changing World – Having critical, creative, problem-solving, intercultural skills, global and independent mindset to adopt to a changing world

(DP3) To Believe in Collaboration – Having a disposition to work effectively and inclusively in teams

(DP4) To Act from a Sense of Personal and Social Responsibility – Having good ethical and moral values to make positive impacts in the world

Active Learning Methods	Problem-Based Learning/Discussion, Debate/Group Work/Presentation				
More details/supplemental information on Active Learning Methods	The case method requires very active participation by each student to discuss each assigned case based on the case questions provided in this syllabus and the entire class will be highly interactive. Rather than passively sitting in the class, each student must come up with their own unique ideas, arguments and recommendations on each assigned case and should actively present their views in the class. Also, BPC(Business Plan Contest) to be conducted on July 11(Fri), students will be assigned in one of the "companies" to complete their PPT presentation for that day by working together in groups and each student should spend at least 30 hours outside the class hours to prepare their own part of the presentation. (See details of BPC rules stipulated below for LH of April 25 class section.)				
Use of ICT	The class will utilize various ICT tools incl. YouTube videos, Zoom surveys using each student's PC and Wi-Fi access. No use of smartphone will be allowed in the class while each student must bring in their own PC at each class incl. midterm exam. Sometimes, breakout sessions will be used using Zoom function. Also, each student must be versatile at Excel, Powerpoint, and Word software to prepare various papers and presentation, which also require each "company" to make a short video to be presented in the BPC. No student will be allowed to use generative AI such as ChatGPT to translate whatever language they write into English to be submitted to the instructor. Each paper to be submitted must be originally written in English by each student's own English. Additionally, if no mention for using ChatGPT etc. was made and yet the instructor identifies that such tools were used, such papers will not be accepted and will receive zero grade.				
Contents of class preparation and review	Each student is required to prepare each assigned case material, some reserved for this course at YGU library, and some to be purchased online from HBSP (Harvard Business School Publishing) by spending at least 2 hours before coming to the class to read and analyze each case, while after the class, it is highly recommended to review the class discussion and instructor's lecture for 1 hour. Also, each student must email the instructor their reaction paper on 3 guest lectures to be conducted during the class hours.	Hours expected to be spent preparing for class (hours per week)	3 hours	Hours expected to be spent on class review (hours per week)	2 hours
Feedback Methods	Midterm Exam papers submitted digitally will be returned with the instructor's remarks and grade. BPC(Business Plan Contest) group presentations: 15-minute, 20-page PowerPoint presentations by "companies," followed by 10-minute Q&A from the panel of judges, consisting of renowned incumbent venture capitalist visiting us from Tokyo, another iCLA Faculty member, and myself. Each group presentation will be graded by the judges with the scale from 5 to 1 with 5 being excellent and 1 unsatisfactory. The average score of the three judges will be each "company" s score which will be grade of each student belonging to the group. Also, each student may make an appointment with the instructor individually for a Zoom or FTF meeting to chat and discuss his/her performance in the course and other items, particularly issues relate to their future career.				

Grading Criteria		
Grading Methods	Grading Weights	Grading Content
Midterm Exam	40%	
BPC Group Presentation	40%	
Class Participation	20%	Intelligent Contribution to the class discussion

Required Textbook(s)	<p>&lt;Textbook&gt; (A few copies of the Textbook are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the book within the library only)  Publisher: New Jersey: Wiley  Author: W D Bygrave and Zacharakis, A. ed.  Title: The Portable MBA in Entrepreneurship, 4e.  ISBN: 978-0-470-48131-8</p> <p>&lt;Cases&gt;  Harvard Business School &amp; other business cases as designated and to be purchased (US\$24.75) by each student individually online through the assigned unique URL of Harvard Business Publishing with each student's international credit card.  <a href="https://hbsp.harvard.edu/import/1271228">https://hbsp.harvard.edu/import/1271228</a></p>
Other Reading Materials/URL	<p>&lt;Recommended reference books, sources of readings and other information in Japanese&gt;  Matsuda, Kouta. Subete wa ippai no coffee kara ( "Everything has started with a cup of coffee" ). 松田公太『全ては一杯のコーヒーから』(新潮文庫). Tokyo: Shincho-Bunko, 2005.</p> <p>Kitani, Tetsuo A. ed. (co-authored by H. Suga and others/Kyoto Univ.) Starting and Running Your Own Ventures. 木谷哲夫・編著「ケースで学ぶ実践・起業塾」(須賀他京都大学産官学連携本部教員による共著、日本経済新聞出版社) Nikkei Publications, 2010.  (Most of these books are reserved at the YGU library)</p>
Plagiarism Policy	<p>Plagiarism is the dishonest presentation of the work of others as if it were one's own. Duplicate submission of one's own work is also treated as plagiarism. Depending on nature of plagiarism you may fail the assignment or the course. Repeated act of plagiarism will be reported to the University which may apply additional penalties. Also, use of AI (e.g., ChatGPT and image generation tools) in this course is not encouraged and in case any of you use such tools, please include a paragraph at the end of any assignment that uses AI explaining what you used the AI for and what prompts you used to get the results, incl. some papers submitted and final BPC (Business Plan Contest). Failure to do so is in violation of academic honesty policies.</p>
Other Additional Notes (Outline crucial policies and info not mentioned above)	<p>Use of generative AI such as ChatGPT will be highly restricted in this course. No student will be allowed to use this tool or any translation software to translate in whatever language you write into English to be submitted to the instructor. Each paper to be submitted must be originally written in English by each student's own English only. Additionally, in case any generative AI is used to prepare papers or presentation for BPC, it should clearly be indicated that such part(s) were produced utilizing generative AI. If no mention for using ChatGPT etc. was made and yet the instructor identifies that such tools were used, such papers will not be accepted and will receive zero grade. Also no smartphone should be used in the classroom.</p> <p>As to BPC (Business Plan Contest), please be reminded that each student belonging to each "company" must share the equal burden with other team members, i.e., attending "company" meeting regularly as designated by each "company", and do their assigned presentation preparation by spending at least 30 hours each to contribute to the final BPC PPT presentation. If any student fails to perform one's own assigned responsibility, such student(s) will be voted out from the "company" by more than 2/3 of the company members, and will not be allowed to make a presentation at BPC, and receive Zero grade for BPC.</p>

(NOTE 2) Class schedule is subject to change

Class Schedule	
Class Number	Content
Class 1	<p>Please note that all students taking this course MUST attend the Week 1 classes and read the assigned Takahiko Naraki case at the YGU library (A few copies of this case are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the case within the library only. No copying or photographing of the case is permitted) and submitting the instructor one page report by the April.17(Thurs) electrically on the question below:  i.e. Q: If you were Takahiko Naraki would you have done the same thing or differently?</p> <p>* April 11 (Fri) 12:40PM-1:55PM</p> <p>(Class 1) 12:40PM-1:55PM: Introduction: Entrepreneurship and Venture Business  Lecture: Introduction by instructor Japanese business culture toward start-ups; what it takes to be successful entrepreneurs, venture capital environment in Japan  Discuss readings from textbook : (A few copies of the Textbook are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the book within the library only. No copying or photographing of the textbook in the library is permitted.)  • Textbook: 1. "The Entrepreneurial Process" (pp.1-26)</p>
Class 2	<p>* April 11 (Fri) 2:05PM-3:20PM  (Class 2)  Theme: Preparing a Business Plan  Lecture: How to Write a Business Plan (Organization, Human Resource Management, Marketing and Sales; Pro-forma financial statements); the venture capital environment in Japan.  Discuss readings from textbook: (A few copies of the Textbook are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the book within the library only. No copying or photographing of the textbook is permitted.)  • Textbook: 2. "Idea Generation" (pp.27-52)  • Textbook: 5. "Business Planning" (pp.109-136)  • Textbook: 6. "Building Your Pro Forma Financial Statements" (pp.137-160)</p>
Class 3	<p>* April 18 (Fri) 12:40PM-1:55PM (Class 3)  Case: "Takahiko Naraki, a JY3Mil Entrepreneur (IVEY904M54) (A few copies of this case are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the case within the library only. No copying or photographing of the case is permitted.)</p> <p>Lecture: start-up ventures and venture Investment environment in Japan  Q: If you were Takahiko Naraki would you have done the same thing or differently?</p>

Class 4	<p><b>**April 18 (Fri) 2:05PM-3:20PM (Class 4):</b>  (Last half of this day's class will be spent for students' group formation by "company" to prepare for the final business plan contest(BPC) on July 11.)  Please note: Two days before this day (April 16 (wed) is the deadline for the submission of one page business plan ideas to be screened and used for the theme of BPC(Business Plan Contest) on July 11(Fri). Nomination of the 'presidents/CEO's' and the incorporation process of each 'company' will be announced. During this class, each student will be required to join in one of the 'companies' to be formed within the class under the leadership of each company 'president.' Students will be designated and will assume his/her role as either one of the 'officers' or 'employees' responsible for each business function such as EVP, CFO, Chief Marketing Officer, or just an employee to do various support work. Each company must have one president and at least one EVP. Each student will be accountable for completing his/her part of PowerPoint presentation of each "company" at the end of the course. Members of each "company" from here on must meet regularly outside the class hours incl. online to complete the business plan to be presented at the business plan contest in the final class, by each student spending total 30 hours for BPC preparation. (For instance, if a "company" has 4 students, the total hours to be spent to prepare for BPC should be 30H * 4 =120 hours outside class hours.) In the event that a particular 'president' is not performing his or her duties well, or is deemed to be unqualified for the job, a majority vote may remove such a president and a replacement made from among 'company' members more qualified to assume the post. Also, if any officer or employee is deemed not actively and enthusiastically participating regularly enough in the "company" work, with the more than 2/3rd vote of each company and approval by the instructor, such "underperformers" may be asked to leave the "company" and will receive zero grade in the BPC presentation work. Upon the BPC presentation at the end of the course, each member MUST make presentations concerning their respective responsible portion of the business plan, while "president" is only allowed to make the executive summary or conclusion part of the presentation.</p>
Class 5	<p><b>**April 25 (Fri)12:40PM-3:20PM (Class 5)</b>  (Class 5-6): Guest Speaker (1): Mr. Daisuke Sugiyama, President &amp; CEO, ILI. inc.  <a href="https://daisukesugiyama.jp/en/">https://daisukesugiyama.jp/en/</a>  <a href="https://www.youtube.com/watch?v=uLPczvCnCsK">https://www.youtube.com/watch?v=uLPczvCnCsK</a>  <a href="http://daisukesugiyama.jp/">http://daisukesugiyama.jp/</a>  As a successful entrepreneur, Mr.Sugiyama will explore his career path starting from his childhood in New York, then eventually to Keio Univ. and Keio Business School as the youngest MBA graduated from the prestigious business school, and will explain how he decided to start his own company and has been growing it since then successfully.  Mr. Sugiyama provides excellent live introduction to the entrepreneurial world for iCLA students as he kindly did in the past several years.</p>
Class 6	<p><b>* April 25 (Fri)12:40PM-3:20PM (Class 6)</b>  (Class 5-6): Guest Speaker (1): Mr. Daisuke Sugiyama, President &amp; CEO, ILI. inc.  <a href="https://daisukesugiyama.jp/en/">https://daisukesugiyama.jp/en/</a>  <a href="https://www.youtube.com/watch?v=uLPczvCnCsK">https://www.youtube.com/watch?v=uLPczvCnCsK</a>  <a href="http://daisukesugiyama.jp/">http://daisukesugiyama.jp/</a>  As a successful entrepreneur, Mr.Sugiyama will explore his career path starting from his childhood in New York, then eventually to Keio Univ. and Keio Business School as the youngest MBA graduated from the prestigious business school, and will explain how he decided to start his own company and has been growing it since then successfully.  Mr. Sugiyama provides excellent live introduction to the entrepreneurial world for iCLA students as he kindly did in the past several years.</p>
Class 7	<p><b>May 2 (Fri)12:40PM-1:55PM (Class 7)</b>  Case: Koots Green Tea (Entrepreneurship at the Edge: Can Koots Green Tea Succeed in the U.S.?) Sonoma State Univ. (This case will be provided by the instructor free of charge electrically)  Case questions:  1) Evaluate and analyze the birth and growth of Tully's Coffee Japan(TCJ) including the competitive analysis and identify/discuss the factors which led the company to be a highly successful entity today.  2) Do you think diversifying the TCJ business into new Koots Green Tea business is a good strategy? Why?  3) Can Koots Green Tea operation succeed in Japan and eventually in the U.S.? Give your recommendations how the Koots business will succeed.</p>
Class 8	<p><b>May 2 (Fri)2:05PM-3:20PM (Class 8)</b>  Case: Koots Green Tea (Entrepreneurship at the Edge: Can Koots Green Tea Succeed in the U.S.?) Sonoma State Univ. (II)  "Ups and Downs of Tully's Coffee Japan Co., Ltd. and beyond."</p>
Class 9	<p><b>May 9(Fri)12:40PM-1:55PM (Class 9)</b>  Theme: Global Venture Fund  Case: "Masayoshi Son and the Vision Fund HBS9-819-041 (2019) (A few copies of this case are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the case within the library only. No copying or photographing of the case is permitted.)  Case questions:  1) Discuss Mr. Son's personal background and provide the factors which led him to be what he is today.  2) How do you characterize Mr. Son and his Softbank Group's business?  3) Is he a venture capitalist or PE investor, IT business operator/owner, or "conglomerate" as he has described about himself? Are there any other person(s) or organization(s) in the world which compares with Mr.Son and Softbank in terms of the type of business?  4) Assume you have some fund to invest, will you invest your money into Mr.Son's Vision Fund if given an opportunity to do so? Why? Do you think Vision Fund will eventually be successful?</p>
Class 10	<p><b>May 9(Fri) (Class 10)2:05PM-3:20PM</b>  2:05PM through 3:20 PM of this day or alternative timeslot totaling 75minutes will have to be spent by students independently in Groups for independent group works for preparing for the Business Plan Contest(BPC) on July 11.  Students may conduct the designated group works either online or FTF.</p> <p>• Note: Bhidé, Amar. "How Entrepreneurs Craft Strategies that Work." Harvard Business Review, March/April 1994 #94202, Reprint.  • Note: Sahlman, William. "How to Write a Great Business Plan." Harvard Business Review, July/August 1997 #97409 (Revised on Sep. 13, 2011), Reprint. (A few copies of these notes are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the notes within the library only. No copying or photographing of the notes is permitted.)</p>
Class 11	<p><b>*May 16(Fri) 12:40PM-3:20PM (Class 11-12):</b>  Guest Speaker (2): Ms. Kyoko Waki  <a href="https://www.kyokowaki.biz/">https://www.kyokowaki.biz/</a>  Ms.Waki is a well-known "mental coach" for business owners and others who need to train themselves in terms of making difficult decisions or entering into tough negotiations.  Ms.Waki will explore her career path starting from her becoming an actress while attending at Tokyo Univ., then how she decided to get an MBA degree from City Univ. of New York. Her extensive career path working at well-known companies such as Coca Cola Japan, Land's End Japan, Japan-Asia Investments, and finally becoming an entrepreneur should be of big interest among iCLA students, especially career-oriented female students.</p>

Class 12	<p>*May 16 (Fri) 12:40PM-3:20PM</p> <p>(Class 11-12): Guest Speaker (2): Ms. Kyoko Waki  <a href="https://www.kyokowaki.biz/">https://www.kyokowaki.biz/</a>  Ms. Waki is a well-known "mental coach" for business owners and others who need to train themselves in terms of making difficult decisions or entering into tough negotiations.  Ms. Waki will explore her career path starting from her becoming an actress while attending at Tokyo Univ., then how she decided to get an MBA degree from City Univ. of New York. Her extensive career path working at well-known companies such as Coca Cola Japan, Land's End Japan, Japan-Asia Investments, and finally becoming an entrepreneur should be of big interest among iCLA students, especially career-oriented female students.</p>
Class 13	<p>*May 23 (Fri) 12:40PM-3:20PM  (Class 13-14) Midterm Examination (Note that this exam will be 40% of your grade of this course and no make-up exam will be given )  Comments about the exam: Students will be provided a business case which will automatically show up at around 12:30PM on this day in each student's HBSP coursepack each student must purchase, and will be asked to analyze and answer the questions about it. As to generative AI such as ChatGPT, no student will be allowed to use this tool to translate in whatever language they write into English but they will have to write original papers in English only by their own English. Students may bring into the exam room, any type of reference material, dictionary, including the text book. However, there will probably be little or no time to consult them. The students will be asked to bring in their own PC's into the exam room, while no Wi-Fi will be connected during the exam hours after the students receive the exam case and exam questions. Students will use Microsoft Word software (not PDF) to answer the exam, which will then be submitted to me by email at <a href="mailto:hfh00530@nifty.com">hfh00530@nifty.com</a> upon completion by no later than the deadline, 3:20PM. No handwritten papers will be accepted. Students should keep one copy of the case and their answers, to be used in the next class. No make-up exam will be given for this.</p>
Class 14	<p>*May 23 (Fri) 12:40PM-3:20PM  (Class 13-14) Midterm Examination (Note that this exam will be 40% of your grade of this course and no make-up exam will be given )  Comments about the exam: Students will be provided a business case which will automatically show up at around 12:30PM on this day in each student's HBSP coursepack each student must purchase, and will be asked to analyze and answer the questions about it. As to generative AI such as ChatGPT, no student will be allowed to use this tool to translate in whatever language they write into English but they will have to write original papers in English only by their own English. Students may bring into the exam room, any type of reference material, dictionary, including the text book. However, there will probably be little or no time to consult them. The students will be asked to bring in their own PC's into the exam room, while no Wi-Fi will be connected during the exam hours after the students receive the exam case and exam questions. Students will use Microsoft Word software (not PDF) , which will then be submitted to me by email at <a href="mailto:hfh00530@nifty.com">hfh00530@nifty.com</a> upon completion by no later than the deadline, 3:20PM. No handwritten papers will be accepted. Students should keep one copy of the case and their answers, to be used in the next class. No make-up exam will be given for this.</p>
Class 15	<p>May 30 (Fri) 12:40PM-1:55PM  (Class 15) Review of midterm examination.</p>
Class 16	<p>May 30 (Fri) 2:05PM-3:20PM  (Class 16)  2:05PM through 3:20 PM of this day or alternative timeslot totaling 75minutes will have to be spent by students independently in Groups for independent group works for preparing for the Business Plan Contest(BPC) on July 11. Students may conduct the designated group works either online or FTF.</p>
Class 17	<p>*June 6 (Fri) 12:40PM-1:55PM  (Class 17)  Theme: Retail business through physical stores  - Case: Don Quijote HBS 9-723-393  (This case will be included in the Coursepack you must purchase from HBSP online. No copy of this case is reserved at YGU Library)  -Case Questions:  a) Explore and analyze the spectacular growth history of Don Quijote since Mr. Yasuda, its founder, started its initial tiny store back in 1978 with just ¥8 Mil at the age of 29.  b) What are the major key success factors of this company's highly successful growth? How unique and entrepreneurial is Don Quijote as compared to other similar companies?  c) Do you want to work for Don Quijote? Why?  d) Do you think Don Quijote business model is unique to Japan only, or can it be exported and replicated overseas, like your own country? How? -</p>
Class 18	<p>June 6 (Fri) 2:05PM-3:20PM  2:05 PM through 3:20 PM of this day or alternative timeslot totaling 75 minutes will have to be spent by students independently in Groups for independent group works for preparing the Business Plan Contest(BPC) on July 11. Students may conduct the designated group works either online or FTF.</p>
Class 19	<p>*June 13 (Fri) 12:40PM-3:20PM  (Class 19) Guest Speaker (3): Dr. Mark Ford. (This lecture may be conducted by Zoom )  Founder, President &amp; Board Director, the Moneo Company  <a href="https://globisinsights.com/profile/dr-mark-lee-ford/">https://globisinsights.com/profile/dr-mark-lee-ford/</a>  <a href="http://www.moneo.jp/">http://www.moneo.jp/</a>  As founder and President of a high-end Leadership and consulting company based in Tokyo, Mr. Ford, a highly successful entrepreneur as well as a successful early-stage investor in a bio-science venture ,which recently went public at Nasdaq market, will show his extensive knowledge of consulting business and venture business, especially for training leaders, while showing his entrepreneurial spirit as the founder/president of his own firm.</p>
Class 20	<p>*June 13 (Fri) 12:40PM-3:20PM  (Class 20) Guest Speaker (3): Dr. Mark Ford. (This lecture may be conducted by Zoom )  Founder, President &amp; Board Director, the Moneo Company  <a href="https://globisinsights.com/profile/dr-mark-lee-ford/">https://globisinsights.com/profile/dr-mark-lee-ford/</a>  <a href="http://www.moneo.jp/">http://www.moneo.jp/</a>  As founder and President of a high-end Leadership and consulting company based in Tokyo, Mr. Ford, a highly successful entrepreneur as well as a successful early-stage investor in a bio-science venture ,which recently went public at Nasdaq market, will show his extensive knowledge of consulting business and venture business, especially for training leaders, while showing his entrepreneurial spirit as the founder/president of his own firm.</p>

Class 21	<p>June 20 (Fri) 12:40PM-3:20PM (Class 21): Theme: E-Commerce Discuss readings from cases: (These cases will be included in the coursepack each of you must purchase from HBSP online. Also, a few copies of these cases are reserved at YGU library exclusively for this course. Go to the YGU library's reception to read the cases within the library only. No copying or photographing of the cases in the library is permitted.)</p> <ul style="list-style-type: none"> <li>• Case: "Rakuten." HBS 9-305-050</li> <li>• Case: "Language and Globalization: "Englishnization" at Rakuten." HBS 9-412-002</li> </ul> <p>Case questions :</p> <ol style="list-style-type: none"> <li>1) Evaluate the spectacular growth and success story of Rakuten and discuss/analyze the factors which has led the company to such a success</li> <li>2) Conduct the competitive analysis for Rakuten and determine what makes             <ul style="list-style-type: none"> <li>- the company to achieve such a dynamic growth and transformation from a small start-up venture to a huge conglomerate as it is today in only more than a decade.</li> </ul> </li> <li>3) What is next optimal growth strategy for Rakuten?</li> <li>4) Do you think Globalization (and Englishnization) of Rakuten will succeed? Why or why not?</li> </ol>
Class 22	<p>Class 22 June 20 (Fri) 2:05PM-3:20PM (Class 22) 2:05PM through 3:20 PM of this day or alternative timeslot totaling 75minutes will have to be spent by students independently in Groups for independent group works for preparing for the Business Plan Contest (BPC) on July 11. Students may conduct the designated group works either online or FTF.</p>
Class 23	<p>June 27 (Fri) 12:40PM-1:55PM (Class 23) Theme: Space Venture - Case: Astroscale HBS 9-716-037 (2016) (This case will be included in the coursepack you must purchase from HBSP online. No copy of this case is reserved at YGU Library) - Case Questions-</p> <ol style="list-style-type: none"> <li>1. Why aren't space agencies, major aerospace contractors, or satellite operators more actively working to remove space debris?</li> <li>2. Analyze the personal background of Nobu Okada and discuss how he was led to start a space business as an entrepreneur?</li> </ol>
Class 24	<p>June 27 (Fri) 2:05PM-3:20PM (Class 24) 2:05PM through 3:20 PM of this day or alternative timeslot totaling 75minutes will have to be spent by students independently in Groups for independent group works for preparing for the Business Plan Contest (BPC) on July 11. Students may conduct the designated group works either online or FTF.</p>
Class 25	<p>*July 4 (Fri) 12:40PM-3:20PM (Class 25-26): Rehearsals of the BPC presentations Rehearsals will be held in class in the presence of the instructor. Certain comments/suggestions will be given for finalization of each business plan for the Business Plan Contest (BPC) to be held on July 11 (Fri).</p>
Class 26	<p>Class 26 *July 4 (Fri) 12:40PM-3:20PM (Class 25-26): Rehearsals of the BPC presentations Rehearsals will be held in class in the presence of the instructor. Certain comments/suggestions will be given for finalization of each business plan for the Business Plan Contest (BPC) to be held on July 11 (Fri).</p>
Class 27	<p>*July 11 (Fri) 12:40PM-3:20PM Business Plan Contest (BPC) Contest details: 15 minute, 20-page PowerPoint presentations by "companies," followed by 10-minute Q&amp;A from panel of judges, consisting of renowned incumbent venture capitalist visiting us from Tokyo, another guest judge, and myself.</p>
Class 28	<p>*July 11 (Fri) 12:40PM-3:20PM Business Plan Contest (BPC) Contest details: 15 minute, 20-page PowerPoint presentations by "companies," followed by 10-minute Q&amp;A from panel of judges, consisting of renowned incumbent venture capitalist visiting us from Tokyo, another guest judge, and myself.</p>
Class 29	<p>July 18 (Fri) 12:40PM-3:20PM (Class 29-30) Independent Group Works (Workshop) 12:40PM through 3:20PM of this day or alternative earlier days after July 11 (BPC) totaling 150minutes will have to be spent by students independently for summarizing and reflecting the entire course. Two or three pages report on the topic should be emailed to the instructor. Note there will be no final exam for this course during the exam week.</p>
Class 30	<p>July 18 (Fri) 12:40PM-3:20PM (Class 29-30) Independent Group Works (Workshop) 12:40PM through 3:20PM of this day or alternative earlier days after July 11 (BPC) totaling 150minutes will have to be spent by students independently for summarizing and reflecting the entire course. Two to three pages report on the topic should be emailed to the instructor. Note there will be no final exam for this course during the exam week.</p>