

開講年度／Academic year	2023年度	開講開始学期／Start date	春学期
授業コード／Course code	S0250	授業名／Course title	Seminar in Entrepreneurship [EAS][月3+月4][Spr2]
授業区分／Course classification	演習	単位数／Credits	2単位
曜日時限／Period	月曜3限、月曜4限	教室／Classroom	1406教室
担当教員／Instructor	須賀 等、マーク・フォード	科目ナンバリングコード／Subjects numbering code	JPS31010
キーワード／Keywords	Entrepreneurship		
授業の概要／Course outline	<p>Each registered student must email to Prof. Hitoshi Suga : hhf00530@nifty.com as soon as you have registered this course to inform the instructor of your registration and then start communicating with him directly by email in terms of the class management.</p> <p>All classes will be taught in English only by 2 instructors, Prof. Hitoshi Suga, and Dr. Mark Ford, taking turns, save for mid-term case analysis exam when the students can answer to the questions either in English or Japanese, whichever language one is most proficient, though the case to be analyzed will be in English only. Prof. Suga is a successful entrepreneur (ex-Vice Chairman of Tully's Coffee Japan,(TCJ) who was the initial investor as then-President and CEO of MVC(Mitsui Venture Capital) and co-founded TCJ in 1997,brought the company to public (Nasdaq-J/Hercules market) in 2000 and eventually sold the business to Ito En, a major green tea and soft drink bottler in Japan listed at TSEC-1 in 2006) . https://www.icla.ygu.ac.jp/en/hitoshi-suga/</p> <p>Dr. Mark Ford , a successful entrepreneur based in Japan with substantial track record of being a renowned professional consultant at Accenture, then running his own highly successful consulting and venture/PE business, after leaving Accenture.) https://globisinsights.com/profile/dr-mark-lee-ford/</p> <p>Entrepreneurship is attitude toward life.</p> <p>Venture business and entrepreneurship constitute the very foundation of modern economies anywhere in the world. In Japan, present-day global companies such as Toyota, SONY, HONDA, Panasonic, Kyocera, Mitsui and Mitsubishi all started out as tiny ventures. However, present-day Japan is still losing entrepreneurial spirit and lags far behind other OECD nations in terms individual aspirations and track record of starting and cultivating new companies, while we are seeing good recovery in the past few years. After the March 11 East Japan Great Earthquakes and Tsunami in 2011, plus lingering radiation threat from the ailing Fukushima Daiichi Nuclear plant disaster in the Southern Tohoku and Kanto regions, Japan will definitely have to overhaul its entire energy, industrial and economic structure and must see more ambitious, socially conscious and long-lasting ventures popping up throughout the country to be started by either Japanese or non-Japanese alike, which seems to have been going well in the recent years.</p> <p>This is in stark contrast to the eco-system of Silicon Valley, where successful ventures and industrial frontiers are constantly emerging in a large scale. It is about the time that Japan, presently the third largest economy in the world, started to re-engineer its venture eco-system especially in the field of renewable energy and bio science(to combat COVID-19 in particular) and exciting new companies will once again emerge and grow, by having substantial exposure to cross-border entrepreneurial spirits and activities, and in which many non-Japanese entrepreneur-minded students may find extremely lucrative business opportunities. During the class weeks, students will experience the 'real world' of entrepreneurship through various global ventures based in Japan . 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.</p>		
到達目標／Learning objectives	<p>Learning objectives The objective of the course is to learn real practice and management theories of entrepreneurship and to nurture future entrepreneurs, who are also expected to easily cross national borders in their venture business activities related to Japan.</p>		
授業を通して身につく能力／Abilities to be acquired in this class	<p>○専門的知識 ○主体的に学ぶ力 ○批判的に学ぶ力 ○他者と協働する力 ○グローバルに思考する力</p>		
PC等デバイスの持参／Bring your own PC or other device	<p>Each student is required to bring in your own PC to attend any class either FTF(Face to Face) or Zoom.</p>		

履修上の注意事項／Course guidelines	<p>Requirements for registration Students are encouraged to have generally good interest in Entrepreneurship, whether they plan to start a business by themselves in future or not, to participate in this course.</p> <p>Also, students are expected to have completed all reading assignments (the case, notes, and textbook reading) BEFORE coming to the class and have already familiarized themselves with the concepts written there. We will rely heavily on case method teaching and learning techniques developed at Harvard Business School. Generally, readings from the textbook and notes ARE NOT taught in class. In order to maximize the learning effect of the case study experience, students are expected to spend AT LEAST TWO HOURS for each case/class preparation.</p> <p>Knowledge in accounting, finance, marketing, or business strategy are helpful but not required. Also please note depending on the COVID-19 risks then prevailing in Tokyo, some or all the classes of this course may be offered online by Zoom, including the Japanese students who may register at this course, in which case each student must have good broadband access and PC with a web camera to participate at the classes.</p>		
-	授業計画／Class outline	授業外学修（予習および復習）／Preparation & review	目安時間（分）／Approx. time (min)
第1回／Class outline session 1	<p>WEEK 1 SESSION(June 5) Textbook (W. D. Bygrave and Zacharakis, A, ed. The Portable MBA in Entrepreneurship, 4e. New Jersey: Wiley.) : 1. “The Entrepreneurial Process” (pp.1-26) 2.“Idea Generation” (pp.27-52), Lecture 1: Introduction: Entrepreneurship and Venture Business - Dr.Ford -</p>	<p>Read and prepare: Textbook (W. D. Bygrave and Zacharakis, A, ed. The Portable MBA in Entrepreneurship, 4e. New Jersey: Wiley.) : 1. “The Entrepreneurial Process” (pp.1-26) 2.“Idea Generation” (pp.27-52),</p>	60
第2回／Class outline session 2	<p>Class outline session 2 WEEK 1 SESSION(June 5) Lecture 2: Theme: Preparing a Business Plan - Dr. Ford Textbook: 5.“Business Planning” (pp.109-136), - 6.“Building Your Pro Forma Financial Statements” (pp.137-160) Note) William Sahlman, “How to Write a Great Business Plan” Harvard Business Review, July/August 1997 #97409. (Revised on Sep.13, 2011) Reprint</p>	<p>Read and prepare: Textbook: 5.“Business Planning” (pp.109-136), - 6.“Building Your Pro Forma Financial Statements” (pp.137-160) Note) William Sahlman, “How to Write a Great Business Plan” Harvard Business Review, July/August 1997 #97409. (Revised on Sep.13, 2011) Reprint</p>	60
第3回／Class outline session 3	<p>Class outline session 3 WEEK 2 SESSION(June 12): Lecture 3: Theme: Venture as a way of Life (Lecture) - Dr.Ford</p>	Review the lecture given in the class	30
第4回／Class outline session 4	<p>WEEK 2 SESSION(June 12): Class 4: - Dr.Ford Case: “Globis” HBS9-811-061 Case questions and instructions: - 1) Discuss and analyze how Mr. Hori started Globis by quitting prestigious Sumitomo Corporation after his return from the Harvard MBA program. Would you have done the same if you were him? 2) Evaluate and analyze the market opportunity Globis has had so far and how it evolved from a small start-up to what it is today, versus various competitions. What were the key success factors of Globis and GMS so far? 3) Do you think Mr. Hori’s plan to launch a one-year, full-time English MBA program in Japan will succeed? Why?</p>	<p>Read and Prepare the Case: “Globis” HBS9-811-061 Case questions and instructions: - 1) Discuss and analyze how Mr. Hori started Globis by quitting prestigious Sumitomo Corporation after his return from the Harvard MBA program. Would you have done the same if you were him? 2) Evaluate and analyze the market opportunity Globis has had so far and how it evolved from a small start-up to what it is today, versus various competitions. What were the key success factors of Globis and GMS so far? 3) Do you think Mr. Hori’s plan to launch a one-year, full-time English MBA program in Japan will succeed? Why?</p>	60
第5回／Class outline session 5	<p>WEEK 3 SESSION 1 (June 19): Class 5 - Prof. Suga Theme: Global Venture Fund Discuss readings from textbook and cases:</p>	<p>Read and Prepare the Case : “Masayoshi Son and the Vision Fund HBS9-819-041 (2019) - Case Questions:</p>	60

	<p>Case : “Masayoshi Son and the Vision Fund HBS9-819-041 (2019)</p> <p>- Case Questions:</p> <p>1) Discuss Mr. Son’s personal background and provide the factors which led him to be what he is today.</p> <p>2) How do you characterize Mr. Son and his Softbank Group’s business?</p> <p>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?</p> <p>3) Assume you have some fund to invest, will you invest your money into Mr.Son’s Vision Fund if given the opportunity to do so? Why? Do you think Vision Fund will eventually be successful?</p>	<p>1) Discuss Mr. Son’s personal background and provide the factors which led him to be what he is today.</p> <p>2) How do you characterize Mr. Son and his Softbank Group’s business?</p> <p>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?</p> <p>3) Assume you have some fund to invest, will you invest your money into Mr.Son’s Vision Fund if given the opportunity to do so? Why? Do you think Vision Fund will eventually be successful?</p>	
<p>第6回／Class outline session 6</p>	<p>WEEK 3 SESSION2 (June 19): Company Formation for BPC(Business Plan Contest)- Pror.Suga</p> <p>By 11:55PM , June 24(Fri) or before, each student is required to prepare and submit your own “business idea” on a half-page sheet to Prof. Suga by email for use in the business plan contest (BPC) as one of the participating themes. Successful submissions will be used as one of the themes for the final project. Students who submitted such themes will probably be asked to be the imaginary president and CEO of each “company,” and will recruit other officers and employees from the class by advertising each company’s outline, mission statement, goals, etc. to the rest of the class in this class. The process of advertising and recruiting the officers/employees will be informed later.</p>	<p>By 11:55PM , June 16(Fri) or before, each student is required to prepare and submit your own “business idea” on a half-page sheet to Prof. Suga by email for use in the business plan contest (BPC) as one of the participating themes. Successful submissions will be used as one of the themes for the final project. After this session, Groups (“Companies”) of students will be formed and will participate in a business plan contest (BPC) to be waged toward the end of the course. The presentation will be judged by a guest judge and the instructors. 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 venture capital network.</p> <p>During this session , each student will be required to join in one of the ‘companies’ to be formed within the class under the leadership of the each company ‘president”, who will have submitted successfully screened business theme a few days before this .class. 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 to complete the business plan to be presented at the business plan contest in the final class. 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</p>	<p>90</p>

		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 presentation work .Upon the 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. Each student is expected to spend 15 extra hours outside the class to prepare for the BPC incl. preparing PPT presentation and his/her own presentation.	
第7回／Class outline session 7	<p>WEEK 4 SESSION:(June 26) -1</p> <p>Class 7-Prof. Suga Throughout the two consecutive classes on this day, Midterm Examination Case Analysis will be conducted. Students will be provided a new business case and will be asked to analyze and answer the questions about it for the entire class hours. Students may bring into the exam room any type of reference material, dictionary, including the text book. For this mid-term case analysis exam only , the students can answer to the questions either in English or Japanese, whichever language one is most proficient in, though the case to be analyzed will be in English only. (本Midterm case analysisに限り日本語・英語何れかで回答可。但し日英何れか一ヶ国語のみで全ての設問に回答すること.尚全ての設問・ケースは英語で課せられる)</p> <p>No hand-written paper will be accepted, and all the papers must be computer-generated and printed to be submitted to the instructro at the end of the Class 8 by email.</p>	Review all the cases and lectures plus textbook you have studied so far in this course	90
第8回／Class outline session 8	<p>WEEK 4 SESSION:(June 26) -2</p> <p>Class 7-Prof. Suga Throughout the two consecutive classes on this day, Midterm Examination Case Analysis will be conducted. Students will be provided a new business case and will be asked to analyze and answer the questions about it for the entire class hours. Students may bring into the exam room any type of reference material, dictionary, including the text book. For this mid-term case analysis exam only , the students can answer to the questions either in English or Japanese, whichever language one is most proficient in, though the case to be analyzed will be in English only. (本Midterm case analysisに限り日本語・英語何れかで回答可。但し日英何れか一ヶ国語のみで全ての設問に回答すること.尚全ての設問・ケースは英語で課せられる)</p> <p>No hand-written paper will be accepted, and all the papers must be computer-generated and printed to be submitted to the instructro at the end of the Class 8 by email.</p>	Review all the cases and lectures plus textbook you have studied so far in this course	60
第9回／Class outline session 9	<p>WEEK 5 SESSION 1:(July 3) Class 9: Prof. Suga</p> <p>Theme: Review of Midterm Exam - Prof. Suga</p>	Bring in the case and your answers (copies) to the Midterm exam case	30
第10回／Class outline session 10	<p>WEEK 5 SESSION-2:(July 3)</p> <p>Class 10: Prof. Suga</p> <p>Textbook: 3.“Opportunity Recognition, Shaping, and Reshaping” (pp.53-82)</p> <p>- Case: “Rakuten” HBS 9-305-050 /“Language and Globalization: "Englishnization" at Rakuten” HBS 9-412-002</p> <p>- Case questions:</p> <p>1) Evaluate the spectacular growth and success story of Rakuten and discuss/analyze the factors which has led the</p>	<p>Read Textbook: 3.“Opportunity Recognition, Shaping, and Reshaping” (pp.53-82)</p> <p>Read and Prepare the Case: “Rakuten” HBS 9-305-050 /“Language and Globalization: "Englishnization" at Rakuten” HBS 9-412-002</p> <p>- Case questions:</p> <p>1) Evaluate the spectacular growth and success story of Rakuten and discuss/analyze the factors which has led</p>	90

	company to such a success 2) Conduct the competitive analysis for Rakuten and determine what makes 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. 3)What is next optimal growth strategy for Rakuten? 4) Do you think Globalization of Rakuten will succeed? Why or why not?	the company to such a success 2) Conduct the competitive analysis for Rakuten and determine what makes 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. 3)What is next optimal growth strategy for Rakuten? 4) Do you think Globalization of Rakuten will succeed? Why or why not?	
第11回／Class outline session 11	WEEK 6 SESSION-1 (July 10) Class 11: Rehearsals for the BPC presentations - Dr. Ford	Prepare and present the PPT(Powerpoint) for the final BPC(Business Plan Contest) in just 20 pages in PPT. The PPT doesn't need to be complete but 60-70% completion is needed.	180
第12回／Class outline session 12	WEEK 6 SESSION-2(July 10) Class 12: Independent Group Works or alternative case analysis- Dr. Ford	Review the lecture given by Dr. Ford	30
第13回／Class outline session 13	WEEK 7 SESSION(July 24) Class 15 (Prof.Suga, Dr. Ford and one guest judge) Business Plan Contest (BPC): 20-minute, 20-page Powerpoint presentations by "companies," followed by 10-minute Q&A from panel of judges. Judges consist of the 2 instructors and one guest judge Please also note the judges will have absolute discretion in grading each company's presentation, and no complaints of the grades given by judges will be accepted.	Prepare and submit the BPC PPT to Prof. Suga by 11:55PM on July 21 (Fri) together with accompanying excel spread sheet to be previewed by the judges. The excel sheet should thoroughly show the pro forma income statement for the proposed business for the next 2 to 3 years with the 1st year on a monthly-basis. The "companies" by the students must present PPT with each student taking turns to explain and present the Business Plan to the judges.	30
オンラインで実施する授業の回数／Number of sessions to be conducted online	3回		
評価方法／Evaluation method			
種別／Category	割合／% (1~100)		評価基準等／Evaluation criteria
授業時間内に実施するテスト ／In-class/mid-term tests	40	%	Mid term case analysis exam paper submitted and conducted on June 26(Week-4) will be graded by Prof. Suga based on the analysis, insightfulness, and understanding on the case given by each student.
授業への取り組み／ Effort/Participation	20	%	Intellectual contribution to the class through the case analysis discussions.
その他 1 /Other 1	40	%	Week8 BPC will be conducted in the place of conventional paper exams. Team presentation (business plans to be prepared by groups throughout the semester and to be presented and judged/graded in the final session) will be graded by the three judges on the BPC day (July 24) at their absolute discretion.
評価方法に関する備考／ Remarks for Evaluation method			
課題等 (試験やレポート等) に対するフィードバック／ Feedback method	Midterm exam: Each student will receive graded exam paper from the instructor with some comments. BPC: Oral Q&A and comments given by the judges to each "company" and final score will be shown by excel spreadsheet at the end of BPC.		
教科書／Textbooks	Textbooks W. D. Bygrave and Zacharakis, A, ed. The Portable MBA in Entrepreneurship, 4e. New Jersey: Wiley. ISBN 978-0-470-48131-8 Various Cases published by Harvard and Stanford Business Schools and others related to entrepreneurship, many of which cover the companies originated in Japan, which will have to be purchased by each student online from the designated URL of Harvard Business Publishing, tailor made to this course		
参考書／Reference books			
URL	https://www.icla.ygu.ac.jp/en/hitoshi-suga/		

<http://www.odyssey-com.co.jp/venture/lecturer>

<https://globisinsights.com/profile/dr-mark-lee-ford/>

補足情報／Supplementary information

この科目は、副専攻のコア科目または関連科目です。

備考／Remarks

The pace and timing of study themes are subject to change. All required readings, lectures, cases, and guest speaker presentations will be in English. However, non-Japanese-speaking students with Japanese language skills will find they have an advantage when it comes to accessing data, articles, websites, and other optional study materials, much of which is not available in English, yet extremely important once you actually start a business in Japan. As stated in the "Requirements for registration" section above, depending on the COVID-19 risks then prevailing in Tokyo, some or all the classes of this course may be offered online by Zoom, in which case each student must have good broadband access and PC with a webcam to participate at the classes.

NOTE:

It is possible that this EAS course will be conducted in a hybrid style (on-line and on-campus) for at least part, if not all, of the Spring term.

The hybrid style has been approved as a special measure to allow in-bound international students to participate in the EAS courses that they have enrolled in.

The hybrid style will be used as long as any inbound international student is unable to attend in person. Once inbound international students have cleared quarantine, they must attend the course face-to-face at Musashi University.

Any student who is not an in-bound international student is expected to attend the course face-to-face at Musashi University from the first class.

The lecturer of the course will use the assigned classroom on campus to conduct classes.

While the course is conducted as a hybrid, students may be required to bring their own device. This decision will be left to the discretion of the course lecturer.