

Department	International College of Liberal Arts		
Semester	Fall 2023	Year Offered (Odd/Even/Every Year)	Every Year
Course Number	ECON260		
Course Title	Marketing		
Prerequisites	None		
Course Instructor	須賀 等	Year Available (Grade Level)	2
Subject Area	Global Business & Economics	Number of Credits	3
Class Style	Lecture	Class Methods	Face to face

(NOTE 1) Class Methods are subject to change

(NOTE 2) 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>Cap (registrant capacity): 25 students</p> <p>Marketing is one of the very key components of business practice and is a crucial factor for success of any human social, political, cultural and business activities. Having decent and organized knowledge of marketing will open up the doors of getting jobs, selling your products or services to the market, getting sufficient audience, for instance, to your concert or theater arts performance, or just soliciting enough number of members for your social or hobby club. Also successful marketing will bring about huge strategic marketing success of various international companies, as you will see in the various case studies to be used in this course.</p> <p>This course will expose the undergraduate students to various marketing strategic challenges and attempts by major international companies related to Japan through Harvard Business School and other cases and one marketing simulation program, while also introducing the essential tools of marketing such as 4P's, distribution channeling, media promotion, marketing strategy at each product level, budgeting, marketing mix, break-even analysis, customer targeting, segmentation, and additionally, introducing the recent development of social digital marketing, e-commerce, SNS, on-line video, e-mail marketing, search engine optimization, advertising and pay-per click and influencer marketing, through cases, lectures, and students' own marketing group works on specifically assigned products and services.</p>
Class plan based on course evaluation from previous academic year	<p>As the students' course evaluation and feed back in last academic year was generally pretty good, there won't be any major change of the course. All the registered students will be exposed to various marketing aspects by lectures (mainly for theories), computer simulation (for the direct exposure to the simulated real-world marketing situation for each student to learn the basics through the process), guest lecture (to learn the first-hand experiences from a guest professional), case studies (using recent marketing cases published by Harvard Business School and others to learn the dynamic global marketing world), and MPC (Marketing Plan Contest) where the students will be required to make viable marketing plans on the screened topics submitted by them and make presentations in the last class working together with their peers, to be judged by the instructor and an outside guest judge.</p>
Course related to the instructor's practical experience (Summary of experience)	<p>Instructor: 須賀 等 (Prof. Hitoshi Suga) email: hhf00530@nifty.com</p> <p>The instructor holds an MBA degree from Harvard Business School, and has substantial real business experience and expertise for more than 40 years incl. sales and marketing in Feed ingredient business at Mitsui & Co. a huge Japanese trade and investment firm, and branding, marketing and promotion of Tully's Coffee products at Tully's Coffee Japan Co., Ltd. as its Vice Chairman and Board Member.</p> <p>https://www.icla.ygu.ac.jp/en/hitoshi-suga/ http://www.odyssey-com.co.jp/venture/lecturer</p>

Learning Goals	Students will learn the basic components and tools of marketing, then will learn how each of them is used in the real dynamic international business situations. Students will also be asked to form groups (teams) to make final marketing plan presentations by teams on the specific services or products close to their daily lives at the marketing plan contest to be held in the Week-14(Dec.8) class. Throughout the course, each student is expected to develop Critical, Creative, Independent and Global thinking as shown in the attached Rubrics.
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iCLA Diploma Policy	DP1/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
Use of ICT in Class	All classes will be run utilizing various ICT(Information and Communication Technology) tools, particularly Zoom online and each student's personal computers (utilizing particularly Word, Excel, and PowerPoint and YouTube software) with Wi-Fi or broadband access and will be very interactive among students. Classes will utilize case method developed by Harvard Business School and will require extensive interactive learning between the instructor and students and among students. Also, please note class instructions and communication will be done through heavy use of any conventional email system each student feels easiest to use and is most familiar with, including YGU email system. Also all required course materials (mainly cases) plus Marketing Simulation Kit will have to be purchased by each student's credit card and downloaded digitally by each student from the designated URL of HBSP(Harvard Business School Publisher) for this course. Each student will be required to register at HBSP for the purchase and use of such course materials. Total course materials incl. simulation cost to be purchased by each student is expected around US\$ 60.00 online.
Use of ICT outside Class	Students will be required to use various ICT tools incl. their own PC's to prepare for each class to read and analyze each case assigned. Also when preparing for MPC(Marketing Plan Contest) among students by groups, each should work intensively online to communicate and prepare for the MPC presentations utilizing excel, PPT(PowerPoint), and video softwares. Communication among students by groups should be done FTF, email, SNS(such as Line) or Zoom. 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.
Expected study hours outside class	Preparation: 2 hours per week Review: 1 hour per week Preparation for a final group presentation(MPC=Marketing Plan Contest) : 30 hours per student Simulation to be played online by each student individually against computer: 10 hours per student

Feedback Methods	<p>Midterm Exam papers submitted digitally will be returned with the instructor's remarks and grade.</p> <p>MPC (Marketing Plan Contest) group presentations: 15-minute, 20-page PowerPoint presentations by each team followed by 10-minute Q&A from panel of judges, consisting of renowned incumbent entrepreneur very strong at marketing 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.</p> <p>Also, each student may make an appointment with the instructor individually for a Zoom meeting to chat and discuss his/her performance in the course and other items, particularly issues relate to their future career.</p>
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Grading Criteria		
Grading Methods	Grading Weights	Grading Content
Midterm Exam	40%	2H40M. Marketing Case Analysis
Simulation Completion	20%	10H Simulation to play against computer online
MPC Group Presentation	30%	15M. 20Pages group presentation
Class Participation	10%	Intelligent Contribution to the class

Required Textbook(s)	<p>Harvard Business School & other business school cases, a Marketing simulation program as designated.</p> <p>Approximate teaching material costs incurred to each student US\$ 60.00 (Must be purchased by each student by Sep.14) directly online at HBSP (Harvard Business Publishing) from the URL below: https://hbsp.harvard.edu/import/</p>
Other Reading Materials/URL	None other than the assigned cases, notes and Marketing simulation game.
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	<p>In case classes are held by Zoom for lingering COVID 19 or other health reasons, my Zoom #: 354-171-8378 or just click https://us04web.zoom.us/j/3541718378</p> <p>To communicate with the instructor: use email address hhf00530@nifty.com Office Hour: Fridays 3:30PM through 4:30PM by Zoom (by Appointment only)</p> <p>Please read the Syllabus carefully and be well-prepared to attend each class by analyzing the assigned cases and reading the assigned notes/text book chapters beforehand by spending at least 2 hours for each case. (Also, please send the instructor (Prof. H.Suga hhf00530@nifty.com your email addresses by email as soon as you register at this course in order for me to communicate with you directly (not through UNIPA LMS).</p> <p>Also Classes marked with * require mandatory attendance. No student will be allowed to add this course during add-drop period unless you attend the 1st week classes held on Sep.8, though any student may drop the course during the add-drop period. Also, each registered student will be required to purchase the case package from HBSP (Harvard Business School Publishing) online as designated through the unique URL assigned to this particular course by the week-3 (Sep.22). By Sep.13 (Wed) or before, you must prepare and submit your own "Marketing Plan idea" on a ½-page sheet for use in the Marketing plan contest as one of the participating themes. Successful submissions will be used as one of the themes for the final project.</p> <p>Lectures and Cases:</p>
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(NOTE 3) Class schedule is subject to change

Class Schedule	
Class Number	Content
Class 1	<p>*Sep. 8 (Fri) 12:40PM-3:20PM Theme: Marketing: An Introduction. Reference Readings: (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 book within the library only. No copying or photographing of the case is permitted.) i) "An Introduction to Marketing" Harvard Business School (HBS) #9-584-124 ii) "Reconstruct Market Boundaries from Blue Ocean Strategy" Harvard Business Publishing 0023BC 978-1-6336-9084-4 By W.Chan Kim and Renee Mauborgne iii) "Note on Break-even Analysis in Marketing " (HBS 9-578-072)</p>
Class 2	<p>*Sep. 8 (Fri) 12:40PM-3:20PM Theme: Marketing: An Introduction. Reference Readings: (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 case is permitted.) i) "An Introduction to Marketing" Harvard Business School (HBS) #9-584-124 ii) "Reconstruct Market Boundaries from Blue Ocean Strategy" Harvard Business Publishing 0023BC 978-1-6336-9084-4 By W.Chan Kim and Renee Mauborgne iii) "Note on Break-even Analysis in Marketing " (HBS 9-578-072)</p>
Class 3	<p>*Sep.15 (Fri) 12:40PM-1:55PM (FH Class): Formation of the Marketing Plan Contest (MPC) teams. The first half of this day will have to be spent to form Marketing teams based on the screened Marketing ideas suggested from the students. Please note: Two days before this day is the deadline for the submission of marketing plan ideas. Nomination of the "Marketing Head" or "President" and the group formation process of each team will be announced. During this class, each student will be required to join in one of the teams to be formed within the class under the leadership of the each "Marketing Head (President)". Each student will be accountable for completing his/her part of PowerPoint presentation of each team at the end of the course. Members of each team from here on must meet regularly outside the class hours either FTF or online to complete the marketing plan to be presented at the marketing plan contest in the Week-14 class by each student spending at least 30 hours on this group work each, under the leadership of "Marketing Head(President)". In the event that a particular "Marketing Head(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 person and a replacement made from among each team members more qualified to assume the post. Also, if any team member is deemed not actively and enthusiastically participating regularly enough in the group work, with the more than 2/3rd vote of each team and approval by the instructor, such "underperformers" may be asked to leave the team 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 marketing plan, while "Marketing Head" is only allowed to make the executive summary or conclusion part of the presentation.</p>

Class 4	<p>*Sep. 15 (Fri) 2:05PM-3:20PM (LH Class): Marketing Simulation "Introduction to Marketing: Bikes". Starting from this session on through Sep. 29, 2022 (Thurs) total 360 min. to 600 min., or more, at any time or venue, as an assignment, the students will work on their own Marketing Simulation "Introduction to Marketing: Bikes" purchased for this course at HBSP Package, and play against computer individually. You will work on this simulation (total 6 "quarters" each asking for your individual decision to reach the marketing goal) in a very personalized mode and eventually receive the final score ("balanced scoreboard") depending on your marketing decision performance. You will experiment with marketing strategies in an engaging, game-like exercise simulations. You will launch new products to the market and manage them through the introduction and growth phases (total 6 quarters) of the product life cycle. The Game Scenario is that each student will start up a new marketing division to sell 3D printed, carbon fiber bikes for a large, international bike company, which is a complete entrepreneurial experience. Throughout the simulations, you will be expected to learn basics marketing by each game quarter. You will compete against computer-generated competitors and receive the final score upon finishing the entire process. You will start with nothing more than a survey regarding customer needs and wants, price points, and market potential worldwide. You will formulate an initial marketing strategy and then make brand, price, advertising, and distribution decisions. You will have a budget to work with plus what you can generate in revenue and profits. There is great uncertainty about the market, competition, and even your own decisions. From the first test market to the end of play, customer feedback, competitor data, and profitability reports challenge you to adjust the strategy in a dynamic and highly competitive environment. Over time, you progressively learn to apply marketing concepts, principles, and ways of thinking through adaptive learning, in a simulated world. Enjoy!</p>
Class 5	<p>Sep. 22 (Fri) 12:40PM-1:55PM (FH Class) Theme: Retail brand building in the consumer market Case: "Koots Green Tea (incl. Tully's Coffee Japan Co., Ltd.)" Sonoma State Univ. (This case will be emailed to each registered student free of charge). - Case Questions: 1) Discuss the explosive growth of Tully's Coffee Japan (TCJ) in terms of its store location and branding strategies vs. its competitors using 4P's concept 2) Do you think Koots Green Tea (KGT) will succeed in Japan? Discuss its marketing strategy to position itself in the café industry and its unique product/pricing/promotion/places. 3) What will be the optimal marketing strategy for KGT in the U.S. to succeed?</p>
Class 6	<p>Sep. 22 (Fri) 2:05PM-3:20PM (LH Class) Independent Group Works (Workshop) 2:05PM through 3:20PM of this day or alternative timeslot totaling 75 minutes will have to be spent by students independently by groups for independent group works for preparing the marketing plan contest on Dec. 2. Students may conduct the designated group works either FTF or online.</p>
Class 7	<p>Sep. 29 (Fri) 12:40PM-3:20PM Theme: Rebranding a big Consumer Product in a Unique Culture Case: NESTLE KITKAT IN JAPAN (A) (B) (C) (D), Sparking a Cultural Revolution IVEY-w17424 (These cases are NOT reserved in YGU library. Each student must use cases in the Coursepack they have purchased from HBSP online.) Case questions: 1) Discuss the marketing history of KITKAT in Japan since it was introduced to the Japanese market. How did the product evolve into the national brand initially identifying the "Juken" students as its primary target utilizing its product name being similar pronunciation to the Japanese "Kit Katsu" (sure to win)? 2) After the spectacular success of "Juken" students targeting, how did Nestle Japan identify the next step using the Japan postal service? How do the new capabilities Nestle Japan invested in help to enhance the overall product portfolio. 3) How did March 11, 2011 great earthquake/tsunami disaster affect Kitkat? 4) With maturity of the product and its consumers, which way, including "premiumization" strategy, is the optimal path for Kitkat in Japan going forward? Why?</p>
Class 8	<p>Sep. 29 (Fri) 12:40PM-3:20PM Theme: Rebranding a big Consumer Product in a Unique Culture Case: NESTLE KITKAT IN JAPAN (A) (B) (C) (D), Sparking a Cultural Revolution IVEY-w17424 (These cases are NOT reserved in YGU library. Each student must use cases in the Coursepack they have purchased from HBSP online.) Case questions: 1) Discuss the marketing history of KITKAT in Japan since it was introduced to the Japanese market. How did the product evolve into the national brand initially identifying the "Juken" students as its primary target utilizing its product name being similar pronunciation to the Japanese "Kit Katsu" (sure to win)? 2) After the spectacular success of "Juken" students targeting, how did Nestle Japan identify the next step using the Japan postal service? How do the new capabilities Nestle Japan invested in help to enhance the overall product portfolio. 3) How did March 11, 2011 great earthquake/tsunami disaster affect Kitkat? 4) With maturity of the product and its consumers, which way, including "premiumization" strategy, is the optimal path for Kitkat in Japan going forward? Why?</p>

Class 9	<p>Oct. 6 (Fri) 12:40PM-1:55PM (FH Class)Theme: Globalization of the Japanese Singing-Dancing Entertainment Case: "AKB48 Going Global? (A)" HBS9-717-445 (This case is NOT reserved in YGU library. Each student must use the case in the Coursepack they have purchased from HBSP online.) Case questions : 1)Evaluate and analyze the birth and growth of AKB 48 in Japan from marketing perspective since 2005 and discuss the key success factors. 2)Do you think AKB48 model is exportable to overseas, particularly in the Asia-Pacific region and is a good strategy? Why? 3)Pick up one possible target country to market AKB48 model (not necessarily one listed in the case) and formulate and discuss your viable marketing strategy to penetrate into such a market.</p> <p>(LH)</p>
Class 10	<p>Oct. 6 (Fri) 2:05PM-3:20PM (LH Class) Independent Group Works (Workshop) 2:05PM through 3:20PM of this day or alternative timeslot totaling 75 minutes will have to be spent by students independently by groups for independent group works for preparing the marketing plan contest on Dec. 2. Students may conduct the designated group works either FTF or online.</p>
Class 11	<p>Oct. 13 (Fri) 12:40PM-3:20PM Theme: E-Commerce and beyond Cases: "Rakuten: To Stay or Not To Stay In The UK?" W20106-PDF-ENG "Amazon: Merging Digital and Physical Worlds for Market Growth" A07-20-0007 (These cases are NOT reserved in YGU library. Each student must use cases in the Coursepack they have purchased from HBSP online.) Case questions : 1)Discuss and analyze the Rakuten' s branding and marketing strategy vs. its competitors. How unique was Rakuten back then when they started their business and how they have appealed to the merchants to introduce them new e-commerce concept? 2)How did Rakuten Accelerate internationalization in its timing? 3)Why did Rakuten struggle with its e-commerce business in the UK? 4)What should Rakuten do in UK? To stay or to leave? 5)Discuss how Amazon, being the largest e-commerce in the world, trying to evolve into Physical + digital stores such as Amazon GO, Books, Hub Locker, 4 Star? Were each meaningfully successful? Why did it buy Whole Foods? Is that a good strategy?</p>
Class 12	<p>Oct. 13 (Fri) 12:40PM-3:20PM Theme: E-Commerce and beyond Cases: "Rakuten: To Stay or Not To Stay In The UK?" W20106-PDF-ENG "Amazon: Merging Digital and Physical Worlds for Market Growth" A07-20-0007 (These cases are NOT reserved in YGU library. Each student must use cases in the Coursepack they have purchased from HBSP online.) Case questions : 1)Discuss and analyze the Rakuten' s branding and marketing strategy vs. its competitors. How unique was Rakuten back then when they started their business and how they have appealed to the merchants to introduce them new e-commerce concept? 2)How did Rakuten Accelerate internationalization in its timing? 3)Why did Rakuten struggle with its e-commerce business in the UK? 4)What should Rakuten do in UK? To stay or to leave? 5)Discuss how Amazon, being the largest e-commerce in the world, trying to evolve into Physical + digital stores such as Amazon GO, Books, Hub Locker, 4 Star? Were each meaningfully successful? Why did it buy Whole Foods? Is that a good strategy?</p>
Class 13	<p>*Oct. 20 (Fri) 12:40PM-3:20PM Midterm Examination Students will be provided a marketing business case and will be asked to analyze and answer the questions about it for the entire 2hours 40 minutes . (The exam case will automatically appear at around 12:30PM on this day in your HBSP coursepack you have purchased online .) Students may bring into the exam room any type of reference material, notes, dictionary, etc. 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. Students will use Microsoft Word software or similar ones to answer, which will be emailed to the instructor' s email address upon completion by 3:20PM on this day. 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. The Exam case will be included in the Course Package each of you will be purchasing online from HBSP (Harvard Business School Publishing) through the unique URL for this course. The exam case will be hidden until 10 min. before the midterm exam., i.e, JST 12:30PM on Oct. 14 (Fri) and will automatically appear then in the HBSP package.</p>

Class 14	<p>*Oct. 20 (Fri) 12:40PM-3:20PM Midterm Examination Students will be provided a marketing business case and will be asked to analyze and answer the questions about it for the entire 2hours 40 minutes . (The exam case will automatically appear at around 12:30PM on this day in your HBSP coursepack you have purchased online .) Students may bring into the exam room any type of reference material, notes, dictionary, etc. 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. Students will use Microsoft Word software or similar ones to answer, which will be emailed to the instructor' s email address upon completion by 3:20PM on this day. 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. The Exam case will be included in the Course Package each of you will be purchasing online from HBSP (Harvard Business School Publishing) through the unique URL for this course. The exam case will be hidden until 10 min. before the midterm exam., i.e, JST 12:30PM on Oct.14(Fri) and will automatically appear then in the HBSP package.</p>
Class 15	<p>Oct. 27 (Fri) 12:40PM-1:55PM (FH Class): Review of midterm examination</p>
Class 16	<p>Oct. 27 (Fri) 2:05PM-3:20PM (LH Class): Independent Group Works (Workshop) 2:05PM through 3:20PM 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 marketing plan contest on Dec. 2 Students may conduct the designated group works either FTF or online.</p>
Class 17	<p>Nov. 3 (Fri) 12:40PM-1:55PM (FH Class) Theme: Formulating an effective International marketing Case: "Kameda Seika " Cracking the U.S. Market HBS 9-517-095 (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 and analyze Kameda Seika' s growth history in Japan, particularly in branding its rice cracker "Kakinotane" brand. 2)Evaluate the growing popularity of the Japanese foods in the U.S. market. What factors have contributed to the growth of these foods? 3)After so many trials and errors in the U.S., and learning lessons from the success of other Japanese foods and beverage companies, what should Mr. Tanaka do to position and brand its products in the U.S. over the next two years and beyond? 4)How does the approach by Kameda to the U.S. market compare with the marketing strategy Nestle Japan had with Kitkat in Japan?</p>
Class 18	<p>Nov. 3 (Fri) 2:05PM-3:20PM (LH Class): Independent Group Works (Workshop) 2:05PM through 3:20PM of this day or alternative timeslot totaling 75 minutes will have to be spent by students independently by groups for independent group works for preparing the marketing plan contest on Dec. 2. Students may conduct the designated group works either FTF or online.</p>
Class 19	<p>Nov. 10 (Fri) 12:40PM-3:20PM (FH Class) Theme: Creating a New brand and marketing vision Case: ASICS: Chasing a 2020 Vision (HBS 9-517-060) (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 and analyze ASICS' s branding history vs. its competitors. What is their major strengths in the fiercely competitive global market? 2)Discuss each brand ASICS have and positioning of each 3)How do you suggest to integrate Runkeeper into ASICS' s marketing strategy? Should it be left as neutral and independent, or be integrated into ASICS marketing? How? 4)What should Mr. Oyama do to achieve the 2020 AGP (ASICS Growth Plan)?</p>
Class 20	<p>Nov. 10 (Fri) 2:05PM-3:20PM (LH Class): Independent Group Works (Workshop) 2:05PM through 3:20PM of this day or alternative timeslot totaling 75 minutes will have to be spent by students independently by groups for independent group works for preparing the marketing plan contest on Dec. 2. Students may conduct the designated group works either FTF or online.</p>

Class 21	Nov. 17 (Fri) 12:40PM-3:20PM Independent Group Works (Workshop) 12:40PM through 3:20PM of this day or alternative timeslot totaling 150 minutes will have to be spent by students independently by groups for independent group works for preparing the marketing plan contest on Dec. 8. Students may conduct the designated group works either FTF or online.
Class 22	Nov. 17 (Fri) 12:40PM-3:20PM Independent Group Works (Workshop) 12:40PM through 3:20PM of this day or alternative timeslot totaling 150 minutes will have to be spent by students independently by groups for independent group works for preparing the marketing plan contest on Dec. 8. Students may conduct the designated group works either FTF or online.
Class 23	* Nov. 24 (Fri) 12:40PM-3:20PM Guest Lecture (Mr. Koichiro Shimizu, President & CEO , Learning Edge Co., Ltd.) https://learningedge.jp/ https://saleszine.jp/author/63 https://bit.ly/3fIUvU0
Class 24	* Nov. 24 (Fri) 12:40PM-3:20PM Guest Lecture (Mr. Koichiro Shimizu, President & CEO , Learning Edge Co., Ltd.) https://learningedge.jp/ https://saleszine.jp/author/63 https://bit.ly/3fIUvU0
Class 25	*Dec. 1(Fri) 12:40PM-3:20PM Rehearsals will be held in class in the presence of the instructor. Certain comments/suggestions will be given for finalization of each marketing plan for the marketing plan contest to be held on Dec. 2 (Fri).
Class 26	*Dec. 1 (Fri) 12:40PM-3:20PM Rehearsals will be held in class in the presence of the instructor. Certain comments/suggestions will be given for finalization of each marketing plan for the marketing plan contest to be held on Dec. 2 (Fri).
Class 27	*Dec. 8 (Fri) 12:40PM-3:20PM Marketing Plan Contest Contest details: 15-minute, 15-page PowerPoint presentations by each team," followed by 10-minute Q&A from the judge(s).
Class 28	*Dec. 8 (Fri) 12:40PM-3:20PM Marketing Plan Contest Contest details: 15-minute, 15-page PowerPoint presentations by each team," followed by 10-minute Q&A from the judge(s).

Class 29	<p>Dec. 15 (Fri) 12:40PM-3:20PM Independent Group Works (Workshop) 12:40PM through 3:20PM of this day or alternative timeslot totaling 150minutes will have to be spent by students independently for summarizing and reflecting the entire course. The reflection paper in one to two pages will have to be emailed to the instructor by this day or any earlier day after Dec.9(Sat).</p>
Class 30	<p>Dec. 8 (Fri) 12:40PM-3:20PM Independent Group Works (Workshop) 12:40PM through 3:20PM of this day or alternative timeslot totaling 150minutes will have to be spent by students independently for summarizing and reflecting the entire course. The reflection paper in one to two pages will have to be emailed to the instructor by this day or any earlier day after Dec.9(Sat).</p>