

Department	International College of Liberal Arts		
Semester	Spring 2023	Year Offered (Odd/Even/Every Year)	Every Year
Course Number	ECON350		
Course Title	Entrepreneurship		
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>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 since 2012, 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 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 Nihon Densan, Uniqlo, Rakuten, or Softbank 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	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, though this year some guest lectures and BPB(Business Plan Contest) will be conducted online using Zoom . Also one or two recent new teaching material will be introduced to this year's course.
Course related to the instructor's practical experience (Summary of experience)	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 & Co., where he has worked for 24 years, and has served as 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. 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.

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/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, occasionally Zoom online for guest lectures and BPC (Business Plan Contest). Each student should utilize one's own PC (utilizing Word, Excel, PowerPoint, Zoom and YouTube softwares) with Wi-Fi or broadband access. Class instructions and communication will be done through heavy use of any conventional email system (mainly cases) each student feels easiest to use and is most familiar with, including YGU email system. A large portion of the required course materials 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, while some cases and notes from HBSP will be exclusively reserved at YGU library for this course. Each student must register online at HBSP for the purchase and use of such course materials. Total course materials cost to be purchased by each student is expected around US\$ 30.00 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 BPC (Business Plan Contest) among students by groups, each should work intensively online to communicate and prepare for the BPC presentations utilizing excel, PPT (PowerPoint), and video softwares. Communication among students by groups should be done FTF, email, SNS (such as Line) or Zoom.
Expected study hours outside class	Preparation: 2 hours per week Review: 1 hour per week Preparation for a final group presentation (BPC=Business Plan Contest) : 30 hours per student

Feedback Methods	<p>Midterm Exam papers submitted digitally will be returned with the instructor's remarks and grade.</p> <p>BPC(Business Plan Contest) group presentations: 15-minute, 20-page PowerPoint presentations by "companies," followed by 10-minute Q&amp;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.</p> <p>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.</p>
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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          &lt;Cases&gt;          Harvard Business School &amp; other business cases as designated and to be purchased by each student individually online through the assigned unique URL of Harvard Business Publishing,  <a href="https://hbsp.harvard.edu/import/1038542">https://hbsp.harvard.edu/import/1038542</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.          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「ケースで学ぶ実戦・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	<p>Class schedule and guest lectureres are subject to change.          Guest lecture classes and final BPC will be held by Zoom. Zoom #: 354-171-8378 or just click <a href="https://us04web.zoom.us/j/3541718378">https://us04web.zoom.us/j/3541718378</a>          To communicate with the instructor: use email address <a href="mailto:hhf00530@nifty.com">hhf00530@nifty.com</a>          Office Hour: Fridays 3:30PM through 4:30PM FTF at F102 office or 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 <a href="mailto:hhf00530@nifty.com">hhf00530@nifty.com</a> 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). (Please note that all students to register this course MUST attend the Week 1 classes after reading the assigned Takahiko Naraki case at the YGU library(reserved exclusively for this course) and submitting the instructor one page report by the 2nd week electrically on the question below:</p> <p>i. e. Q: If you were Takahiko Naraki would you have done the same thing or differently?</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 April 7(Fri), 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-4 (April 28)  <a href="https://hbsp.harvard.edu/import/1038542">https://hbsp.harvard.edu/import/1038542</a></p> <p>Initial Assignment: By Week 3 or before, you are required to prepare and submit your own "business idea" on a ½-page sheet for use in the business plan contest as one of the participating themes. Successful submissions will be used as one of the themes for the final project.</p>
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(NOTE 3) Class schedule is subject to change

Class Schedule	
Class Number	Content
Class 1	<p>*April 7 (Fri)            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 2nd week on April.14(Fri) electrically on the question below:            i. e. Q: If you were Takahiko Naraki would you have done the same thing or differently?</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 7 (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 14(Fri) 12:40PM-3:20PM (This guest lecture will be delivered by Zoom)            (Class 3-4): Guest Speaker (1): Mr. Daisuke Sugiyama, President &amp; CEO, Interliteracy Inc.  <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 4	<p>*April 14 (Fri) 12:40PM-3:20PM (This guest lecture will be delivered by Zoom)  (Class 3-4): Guest Speaker (1): Mr. Daisuke Sugiyama, President &amp; CEO, Interliteracy Inc.  <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 5	<p>*April 21 (Fri) 12:40PM-1:55PM  (Class 5)  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.)    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 6	<p>* April 21 (Fri) 2:05PM-3:20PM  (Class 6)  (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 14 )  Please note: Two days before this day 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 14 (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 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.</p>
Class 7	<p>April 28 (Fri) 12:40PM-1:55PM  (Class 7)  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>April 28 (Fri) 2:05PM-3:20PM  (Class 8)  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>May 12 (Fri) 12:40PM-1 : 55PM (Class 9) 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>May 12 (Fri) (Class 10) 2:05PM-3 : 20PM 2:05PM 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 for the Business Plan Contest (BPC) on July 14. Students may conduct the designated group works either online or FTF.   <ul style="list-style-type: none"> <li>- Note: Bhide, Amar. "How Entrepreneurs Craft Strategies that Work." Harvard Business Review, March/April 1994 #94202, Reprint.</li> <li>- 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.)</li> </ul> </p>
Class 11	<p>*May 19 (Fri) 12:40PM-3:20PM (This guest lecture will be FTF (Face to Face) in the classroom) (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 12	<p>*May 19 (Fri) 12:40PM-3:20PM (This guest lecture will be FTF (Face to Face) in the classroom) (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 26 (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. 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:hhf00530@nifty.com">hhf00530@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. There will be no need to use "Original" software to submit the exam. No make-up exam will be given for this. Also, be informed that there will be no internet connection made available in the exam room most of the time.</p>

Class 14	<p>*May 26 (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. 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 hhf00530@nifty.com 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. There will be no need to use "Original" software to submit the exam. No make-up exam will be given for this. Also, be informed that there will be no internet connection made available in the exam room most of the time.</p>
Class 15	<p>June 2(Fri) 12:40PM-1:55PM          (Class 15) Review of midterm examination</p>
Class 16	<p>June 2 (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 14.          Students may conduct the designated group works either online or FTF.</p>
Class 17	<p>June 9(Fri) 12:40PM-3:20PM          (Class 17): 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.)          - Case: "Rakuten." HBS 9-305-050          - Case: "Language and Globalization: "Englishnization" at Rakuten." HBS 9-412-002          Case questions :          1) Evaluate the spectacular growth and success story of Rakuten and discuss/analyze the factors which has led 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?</p>
Class 18	<p>June 9(Fri) 12:40PM-3:20PM          (This case will be taught by Prof. Hironobu Tamaki himself, a guest lecturer, who kindly agreed to visit our class on this day for his own case "Satura Cakes".  <a href="https://www.facebook.com/370214013065821/posts/701888089898410">https://www.facebook.com/370214013065821/posts/701888089898410</a>          (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 cases within the library only.No copying or photographing of the cases in the library is permitted.))          Case: "Satura Cakes" Stanford University Graduate School of Business E-281          Case Question:          1)How could you have done differently to avoid the issue of Michael Ellick? Think in terms of business model, growth, hiring process and delegation.          2)Make a plan of action to manage the fire issue. How would you deal with the eight employees at the Palo Alto store? What kind of message would you give to the other employees?          3)Should Hiro fly back to the U.S. immediately?</p>

Class 19	<p>June 16 (Fri) 12:40PM-3:20PM (Class 19)</p> <p>-Case: Uniqlo:Re-examing American Expansion IVEY W18233 (This case will be included in the coursepack you must purchase from HBSP online.No copy of this case is reserved at YGU Library)</p> <p>- Youtube Video: <a href="https://www.youtube.com/watch?v=pI9Nn9MYZWU">https://www.youtube.com/watch?v=pI9Nn9MYZWU</a> (The Humble Beginnings of Uniqlo and How It Became an \$8 Billion-Dollar Brand) <a href="https://en.wikipedia.org/wiki/Tadashi_Yanai">https://en.wikipedia.org/wiki/Tadashi_Yanai</a></p> <p>-Case Questions-</p> <ol style="list-style-type: none"> <li>1.After viewing the video above ,referring his Wikipedia information above, and reading the exam case, analyze Mr. Yanai's personal background and characteristics as an entrepreneur and discuss how it is related to Uniqlo's success so far?</li> <li>2. What are key success factors of Uniqlo and discuss how Uniqlo's business model is similar to and different from those of its competitors?</li> <li>3. What should Uniqlo do in the U.S.? Does it have to remain in the U.S. Market? Why?</li> <li>4. Do you think Uniqlo will be the #1 apparel retailer in the world as Mr.Yanai publicly stated his ambition? Why or Why not?</li> </ol>
Class 20	<p>June 16 (Fri) 12:40PM-3:20PM (Class 20)</p> <p>1:05 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 14. Students may conduct the designated group works either online or FTF.</p>
Class 21	<p>*June 23 (Fri) 12:40PM-3:20PM (Class 21) Guest Speaker (3): Dr. Mark Ford. 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></p> <p>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 just 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 22	<p>*June 23 (Fri)2:05PM-3:20PM (Class 22) Guest Speaker (3): Dr. Mark Ford. 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></p> <p>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 just 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 23	<p>June 30 (Fri) 12:40PM-1:55PM (Class 23) Theme: Space Venture</p> <p>-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)</p> <p>-Case Questions-</p> <ol style="list-style-type: none"> <li>1. Why aren't space agencies, major aerospace contactors, 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> <li>3. Do you think Astroscale will succeed? Why and how?</li> </ol>
Class 24	<p>June 30 (Fri)2:05PM-3:20PM (Class 24)</p> <p>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 14. Students may conduct the designated group works either online or FTF.</p>
Class 25	<p>*July 7 (Fri) 12:40PM-3:20PM (Class25-26): 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 14(Fri).</p>



Class 26	<p>*July 7 (Fri) 12:40PM-3:20PM  (Class25-26): 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 14(Fri).</p>
Class 27	<p>*July 14(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, all online Zoom.</p>
Class 28	<p>*July 14(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, all online Zoom.</p>
Class 29	<p>July 21(Fri) 12:40PM-3:20PM  (Class 29-30)  Independent Group Works (Workshop)  12:40PM through 3:20PM of this day or alternative earlier days 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 21(Fri) 12:40PM-3:20PM  (Class 29-30)  Independent Group Works (Workshop)  12:40PM through 3:20PM of this day or alternative earlier days 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>