NUCB Business School

Principles for Responsible Management Education
Sharing Information on Progress Report
2016-2017
1. Renewal of commitment to PRME

Nagoya University of Commerce and Business Graduate School proudly renews its commitment to the Principles for Responsible Management Education (PRME), which we first formally endorsed in July 2013.

In line with the School’s motto ‘Frontier Spirit,’ NUCB is committed to offer its students high-grade study programmes and attractive university services. Consistent with this motto, NUCB supports the six major principles of the PRME.

Since our last SIP in 2015, NUCB has achieved a great deal. We are especially proud to have passed our AACSB’s Continuous Improvement Review as well as AMBA’s re-accreditation. Reviews from both accreditation bodies commended our commitment to quality and continuous improvement, which is aligned with the ambitions of the School for growth and internationalisation.

In the past two years NUCB has again witnessed a growth in students numbers and has launched several new initiatives, such as the agreement with the Aichi Prefectural Association of Credit Unions in order to support regional family business succession, the establishment of Innovation Network and the start of two new tracks ‘Health Care MBA Track’ and ‘Global MBA Track’. We also hosted the 2016 AMBA Asia Pacific Conference and a symposium on female career development in response to the needs of society members for continuing education.

NUCB is dedicated to make further steps and will remain committed to furthering responsible management education and corporate responsibility as a whole.

Sincerely,

Yasutomi Kitahara, Dean
The Graduate School of NUCB
2. Brief Description of the School

The NUCB Business School is a private institution founded in 1990 by the Kurimoto Educational Institution (KEI) to grant masters degrees. The School has close cooperation with Nagoya University of Commerce & Business which is founded in 1953 to grant four-year bachelors degrees. NUCB was founded by Dr. Yuichi Kurimoto, the first Japanese person to graduate from the University of Alberta, Canada in 1930. Dr. Yuichi Kurimoto established NUCB in 1953 to provide talent development that would meet the needs of the post-war economic and population boom in Japan. The NUCB motto of ‘Frontier Spirit’ was developed through the founder’s experience in Alberta, Canada and is the cornerstone of the NUCB and the NUCB Business School educational philosophy.

The NUCB Business School opened its modern Marunouchi Campus in a 14-storey state-of-the-art building in the heart of Nagoya’s financial district in 2015. The new building has 18,000 sq m floor space, 43 faculty offices, 11 large case classrooms and can accommodate 1,000 students. The School has been awarded AACSB accreditation in 2006 and AMBA accreditation in 2009. Currently it is the only AMBA-accredited school in Japan and the only one to hold both AMBA and AACSB accreditation.

Mission Statement

NUCB’s mission is to educate innovative and ethical leaders who possess a ‘Frontier Spirit’ and to create knowledge that advances business and society. Our students will have the ability to bridge the gap between New Asia and the rest of the world.

Vision

NUCB will be a premier business school in Asia through practice-oriented learning combining tradition with innovation and international programmes.

Core Values

1. Being innovative and creative in curriculum design
2. Balancing between theory and practice in teaching and research
3. Behaving with exemplary ethical standards at all times
4. Taking a global and historical perspective into all endeavours
5. Being aware of social values and trends
6. Valuing participant centred learning and individual attention in teaching
7. Valuing the diversity of faculty and students
8. Providing international opportunities with leading business schools
9. Implementing rigorous assessment for credit recognition
10. Providing with the best possible living environment for studying
Frontier Spirit: The energy driving the mission of the NUCB is the ambition and optimism behind the 'Frontier Spirit.' This school motto has been developed through the overseas experience of Dr. Yuichi Kurimoto, the founder of the School. The School encourages students, faculty, and staff to create their own path to a new era with courage and hope.

New Asia: An Asian market which is expected to have half of the world population and to contribute to as much as 50% of global GDP by 2040. It has been receiving remarkable attention from all over the world. Many emerging Asian nations are transforming into major world markets from their origins as the world's factory market. The NUCB Business School refers to these rapidly growing economies as 'New Asia' and is committed to producing business people who can play important roles in their markets.
3. Major achievements during the last 24 months relating to one or more principles

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Change of Learning Goals
Over the past two years the School conducted a major change on learning goals in order to align with the elements of the mission statement. The Assurance of Learning Committee took in charge of reviewing learning goals and proposing new perspectives by taking into consideration the following points.

- Being mission-driven.
- Embedding PRME-related issues.
- Being in line with the standards set by AACSB and AMBA.
- Separate learning goals and learning objectives were created based on the student development goals listed in each programme. On the other hand, we attempt to maintain a sense of unity and consistency between programmes. Some learning goals that are common to all programmes (fundamental goals that are intended to improve the university as a whole) and learning objectives will be set.

In the area of PRME-related issues, NUCB has integrated diversity awareness as well as ethical and responsible management issues in the learning goals of all programmes.

Introduction of Community Value Agreement
‘Community Values Agreement’ has been introduced in order to show the School’s commitment to provide an environment of trust and mutual respect and to place emphasis on diversity. The Community Values are accepted by all students, executive education programme participants,
faculty, staff, and alumni when they join the NUCB community. Each of these values below is defined in detail in the agreement.

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

**Brush Up Programme for Professionals**
The School has been recognized by MEXT as part of its 'Brush Up Programme for Professionals (BP)' which is aimed to raise the availability of opportunities for working professionals to acquire and improve upon the skills and knowledge necessary for their work. In cooperation with the Ministry of Health, Labour and Welfare's 'Education Training Provision System,' it is possible for students admitted after April 2016 to qualify for up to 960,000 yen (approx. EUR 7,680) in subsidies over two years.

**Support Regional Health Care Business Development**
In 2016, the School undertook projects sponsored by the Japan Research Institute, Limited. The purpose of this project was to develop highly capable and skilled professionals who can manage regional health care businesses. A group of 24 participants from the health care industry took ten different full-day courses from September to December 2016. The success of this project has led to the development of the new track 'Health Care MBA' that has been introduced in 2017.

**Consultative Conferences on Academic Needs**
The School organises Consultative Conferences on Academic Needs each year, for the purpose of identifying knowledge and skills required in the real business community. In this conference, the School has an opportunity to receive feedback for the improvement of the programme from alumni. The followings are some of the changes made on the PRME-related areas as a result of utilising feedback from students:

<table>
<thead>
<tr>
<th>Feedback from Students</th>
<th>Changes</th>
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<tbody>
<tr>
<td>More corporate leaders should be invited to class for deepening the understanding of cases.</td>
<td>More corporate executives have been invited as guest speakers to some of the courses such as 'Innovation Management', 'Business Model Design', and 'New Age Marketing'. In addition, former students who wrote the case study has been invited to the course as a guest and asked to talk about the actual situation involved in the particular case.</td>
</tr>
<tr>
<td>Cases on NPO/NGO organisations should also be included in some of the courses.</td>
<td>A new case named 'Expansion Strategy as Social Venture - NPO Florence' has been added to the course 'Changing the Game'.</td>
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Principle 2 | Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

The programmes of the NUCB Business School are designed to enable students to apply the knowledge and skills acquired from the courses to their own business in various professional situations. Key PRME-related managerial skills fostered and the methods brought in to develop and uphold these skills are described below:

An ability to operate effectively in cross-cultural settings, understanding the importance of globalisation
In line with our stated mission goal of producing outstanding graduates with a ‘Frontier Spirit’ in the global business arena, our curriculum is oriented towards international business circumstances and borderless business activities. Approximately 44% of all cases used at the School are international in nature, which contributes to producing graduates with a strong global awareness and understanding.

An ability to understand the complexities of business ethics in a global environment and act with integrity
Although the impact of business on the external environment are directly taught through courses such as Responsible Management, faculty members at the School are now required to include topics related to these areas as well as ethics in every course. This new initiative has been implemented since the participation of 2010 AMBA conference in which the importance of teaching sustainability issues was emphasised as a duty of responsible business schools.

An ability to enhance their careers and their commitment to lifelong learning
The courses such as Organisational Behavior & Leadership, Strategic Change Leadership, and Global Leadership - foster the idea of becoming proactive in lifelong education so as to constantly improve their managerial skills long after graduation.
Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Introduction of New Specialised MBA Tracks
As a new initiative for the 2017 academic year, the School has implemented two tracks ‘Health Care MBA’ and ‘Global MBA’ within current MBA programmes. The purpose of this specialisation is to respond to a need for more focused tracks for individuals who wish to acquire expertise for a specific industry and areas in the contemporary business environment. The idea of the ‘Health Care MBA’ came from a strong composition of students and alumni from health care industries and the success of organising a government sponsored programme to cultivate entrepreneurs who can establish health care related businesses. Students in this track are required to complete six credits out of the following courses to be certified:

- Entrepreneurship in Health Care
- Ethics & Governance in Health Care
- Management in Medical Institution
- Management in Regulated Environment
- Managerial Accounting & Control
- Strategic Accounting & Control

The ‘Global MBA’ track has been conceived through a high demand from students who are expected to work overseas in their careers and who work for foreign capital enterprises. Many of our students come from ‘Greater Nagoya’ region which produces 1% of world GDP annually and is home to some of Japan and the world’s leading manufacturing and services. With the expansion of their business, especially to other Asian countries, global minded and skilled employees are in high demand. The required courses are all taught in English and set as follows:

- Competitive Advantage
- Global Manager Development
- Leadership and Change
- Managing Multi-culture
- Marketing Strategies in an Emerging Global World
- Strategic Change Leadership

Innovative Learning Experiences for Responsible Leadership

Innovation Techniques by Example
The practical study seminar teaches techniques of innovation, process, analysis, and reporting. This step in the process is designed to show students what has been done and open their eyes to possibility through creativity. Various themes related to industrialisation are offered in collaboration with a company, and students are given real tasks.

Innovation Project
The Innovation Project is a seminar aimed at giving students a chance to analyse their study results and report on what they have learned through practice. It is the essence of combining academics with business world practicality. Over the course of the year, students will constantly have the chance to deploy the training in innovation that are provided at NUCB and reflect on those results back in the classroom. As part of the project, a real commercial theme is given as learning material, and students will practice applying innovation practices to products, services,
marketing and the organisation management in teams with peers. The specific commercialisation theme can be provided by industry (a collaborating company) or chosen by the students themselves.

**Implementation of Ethnographic Methods**

In addition to case discussions, courses using ethnographic methods were created to promote innovation and encourage a hands-on approach. The course ‘Business Ethnography’ focuses entirely on fieldwork. Specifically, a suitable location is chosen and students must go and observe the people there. Students are then asked to take note of any problems they might see, and look for any areas that could be improved. The purpose of this course is for students to have an opportunity to create solutions that have a basis in actual observation. Depending on the proposal, students may also be asked to have users test products and provide feedback.

**Real-Time Cases by Invited Corporate Representatives**

The courses, ‘Digital Marketing’ and ‘New Age Marketing’, utilise real corporate issues by inviting corporate marketing representatives. The invited lecturers share their current challenges with students and take part in the feedback and assessment of the solutions that are proposed by students. By incorporating real-time, live cases, the level and quality of discussion have further improved. In 2016, representatives from GAP Japan Inc., IDOM Inc., BOLSTER, INC., Oisix Inc., and Applied Predictive Technologies have contributed the courses.

**Assessment by Reviewers of Business Plan Competition**

‘Innovation Management’ puts emphasis in cultivating skills to commercialise innovative ideas because proving the feasibility of business plans is essential in obtaining funds from investors or an approval within company. Students have more opportunities to understand how to effectively implement and manage their business plan. At the final presentation, consultants and corporate representatives who have been an experienced reviewer of business plan competitions are invited for assessing business plans proposed by students.

**Combination of Case and Live Information**

In the course, Responsible Management, survey results on real situation of companies that class participants are working for and metadata of various industries are shared in addition to a pre-assigned case material. Then, students are asked to discuss differences amongst these various facts and data. By incorporating real cases that participants are facing and macro-industrial perspectives to case discussion, the course is aimed to provide students a better opportunity to analyse problems realistically and holistically and think of best actions for the future business environment.

**Providing Training Opportunities at Leading Business Schools**

In order to further improve the quality of teaching and to make faculty members better understand its vision, the School has undertaken to send faculty members each year since 2013 to relevant training seminars and EMBA programmes organised by the Ivey Business School and Harvard Business School. In addition, NUCB has been organising training sessions during faculty development meetings to familiarise faculty with the philosophy of participant-centred learning and its practical application.
<table>
<thead>
<tr>
<th>Programmes</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017 (Planned)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvard Business School: 'Global Colloquium on Participant-Centred Learning'</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Harvard Centre Shanghai: 'The Case Writing Workshop'</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Ivey Business School in Hong Kong: 'Executive MBA Class Visit'</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>9</td>
<td>5</td>
</tr>
</tbody>
</table>
Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Establishment of the NUCB Family Business Succession Research Centre
NUCB established the Family Business Succession Research Centre in collaboration with the Aichi Prefectural Association of Credit Unions in order to support family business succession in 2015. This is an important area for the 15 member banks that make up the association. The Centre seeks to strengthen the foundations of small and medium-sized enterprises and pass on business techniques for the long-term growth of the company and to offer employment opportunities at the local level. For the past four years, over 1,300 businesses in Aichi Prefecture have either suspended or ceased operations, and of these cases, 70% were due to an inability in finding a successor to take over the business.

Active Role in The Japan Society for Business Succession
NUCB has been focusing ‘family business succession’ as the research fields needing to be strengthened. In order to show the University’s commitment to this matter, NUCB started to host The Japan Society for Business Succession (JSBS) which aims to contribute to the development of research and education in the area of family business succession. Dr. Hiroyuki Kurimoto took a role as a board member and Dr. Koichi Saito acts as a chairperson of the society. In the latest issue of the journal published by the JSBS, Professor Hiroshige Hayashi who is a leading scholar in this field has contributed the article titled ‘Japan's Management Philosophy for Business Sustainability’.
Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Next-Generation Industrial Career Development Council

The School received a major government grant in response to the needs of society members for continuing education to cultivate innovative leaders who can reinforce the management base. In developing this programme, the School made an agreement with four local companies in order to seek contemporary business thinking and sought-after skills in the business world. Representatives from the School and companies meet at least four times a year and update issues desired by industries and societies for future curriculum development. The suggestions and opinions raised by corporate representatives as well as our alumni during the meetings are reviewed in the Curriculum Development Meeting for the enhancement of the programmes. Some of the major changes made, based on the feedback, over the past two years are followings:

<table>
<thead>
<tr>
<th>Feedback from Corp. Representatives</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) A company lacks of employees who can analyse compiled data by using latest technology.</td>
<td>'Big Data for Analytics’ and 'Technology &amp; Operations Management’ have newly been added to the curriculum.</td>
</tr>
<tr>
<td>2) In response to a rapid progress of artificial intelligence and the internet, highly skilled marketers are much demanded.</td>
<td></td>
</tr>
<tr>
<td>1) A future leader needs to be familiar with managerial accounting concepts and terminology. To realise corporate vision, an ability to discuss based on figures is so important.</td>
<td>'Strategic Accounting and Control’ and ‘Strategic Corporate Finance’ have become core courses.</td>
</tr>
<tr>
<td>2) We need more employees who can identify business operational problems with numeric approaches.</td>
<td></td>
</tr>
<tr>
<td>'How to innovate’ is hard to teach in daily operations, so the School should promote innovation related courses and a rich group of experts in this field in order to attract companies that are considering employees training.</td>
<td>External relations team started to put more emphasis on how the School can effectively develop innovative employees when they visit companies.</td>
</tr>
<tr>
<td>Work environment of a credit union has been relatively conservative, but innovative employees are much demanded in this fast changing society. Promoting the content of the School to credit unions might create mutual benefits.</td>
<td>The School's effort to build a strong relationship with credit unions led to the partnership agreements with all the 15 credit unions in Aichi prefecture and the establishment of the Family Business Succession Research Centre in 2015.</td>
</tr>
<tr>
<td>As even local companies have been expanding their operations into other counties, the School should provide to strengthen student’s command of English.</td>
<td>English cases have been added to the following five courses: - Marketing Strategy - Digital Marketing - Strategic Pricing</td>
</tr>
</tbody>
</table>
Extension Programme

‘Business Open Seminars’ have been offered at the NUCB Business School since 2008. A series of business lectures on finance, economy, and other hot topics are delivered by guest speakers from the corporate world (usually well-known CEOs, Executive Directors, etc.). These lectures, held once each month, are open to anyone with an interest in the topics discussed. The 8 different extension programmes were organised in 2015 and attracted 396 participants. In 2016, 365 participants has attended the seminar as described below.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Date</th>
<th>Title</th>
<th>Presenter</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>May 25</td>
<td>The third robotics boom to megatrend ‘Expansion of business opportunity with fusion of artificial intelligence’</td>
<td>Mr. Noboru Ishihara Policy Adviser in Tsukuba City</td>
<td>84</td>
</tr>
<tr>
<td>2016</td>
<td>June 22</td>
<td>Perspective of the retail business toward 2020 ‘Response to corporate governance, exchange fluctuation, and big data’</td>
<td>Mr. Rinji Watanabe President and Representative Director Lyndsey Advice Co., Ltd</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>July 13</td>
<td>Energy in the future</td>
<td>Mr. Tatsuo Masuda Visiting Professor Nagoya University of Commerce and Business</td>
<td>73</td>
</tr>
<tr>
<td></td>
<td>Aug. 2</td>
<td>Recent economic trends</td>
<td>Mr. Yutaka Harada Policy Board Member Bank of Japan</td>
<td>107</td>
</tr>
<tr>
<td></td>
<td>Dec. 13</td>
<td>Current Africa and Japan</td>
<td>Mr. Keiichi Shirato Chief Analyst Mitsui Global Strategic Studies Institute</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Mar. 15,</td>
<td>Trump Administration and Global Situation</td>
<td>Mr. Tsuneo Watabe Specially Appointed Researcher The Sasagawa Peace Foundation</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>(2017)</td>
<td></td>
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</table>
Employers Involvement in Delivery
Corporate executives are invited as guest speakers to some of the courses, notably to 'Innovation Management' and 'Business Model Design', special courses in which student's presentations are evaluated with a support of invited corporate executives. Through these lectures students learn about situations and trends in different industries and countries as well as honing their approach to enhancing their organisations and to solve problems in a fast changing business environment.

In addition, cases prepared by programme graduates are also frequently used. In some such cases, the former student who wrote the case study is invited to the course as a guest and asked to talk about the actual situation involved in the particular case.

Conference and Forum on Business Succession
As mentioned in the previous section, NUCB hosts The Japan Society for Business Succession (JSBS). In 2016, the Society has organised a conference, an open forum, and five workshops and attracted over 200 participants.

Open Forum on July 30, 2016

<table>
<thead>
<tr>
<th>Speaker</th>
<th>Title</th>
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<tbody>
<tr>
<td>Dr. Chieh-hsuan Chen Professor, Tunghai University, Taiwan</td>
<td>Business Succession Issues on Family-Owned Business</td>
</tr>
<tr>
<td>Dr. Yoshifumi Nakata Professor, Doshisha University</td>
<td>Keys for Successful Business Succession by Established Firms Basing on Data</td>
</tr>
</tbody>
</table>

Panel Discussion
Panelists
Dr. Chieh-hsuan Chen
Dr. Yoshifumi Nakata

Moderator
Dr. Hiroshige Hayashi Professor, Xi’an Jiatong University

Commentator
Mr. Uhei Wakabayashi Board Director, Wakabayashi Butsugu Co., Ltd.

Taiwan-Japan Comparison on Business Succession and Culture
<table>
<thead>
<tr>
<th>Speaker</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>Dr. Kazuo Ishikawa</td>
<td>Establishment of Business Succession Support Centre and Issues in the Community</td>
</tr>
<tr>
<td>Professor, Senshu University</td>
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</tr>
<tr>
<td>Dr. Hiroshige Hayashi</td>
<td>New Japan’s Management Philosophy for Business Sustainability</td>
</tr>
<tr>
<td>Professor, Xi'an Jiatong University</td>
<td></td>
</tr>
<tr>
<td>Mr. Toshio Goto</td>
<td>Succession by Third Party: Reasons for Family Conflicts</td>
</tr>
<tr>
<td>Professor, Japan University of Economics</td>
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</tr>
<tr>
<td>Ms. Keiko Sumii</td>
<td>The Weight and Joyance of Established Firm</td>
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<tr>
<td>President, Komaru-ya Sumii Co., Ltd.</td>
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</table>
Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Hosting of 2016 AMBA Asia Pacific Conference
The school played host first international accreditation conference in Japan. Deans and Directors representing nearly 100 business schools from around the world took part in the conference that covered management education through conventional MBA programmes. This overall theme was emphasised by the necessity to develop MBA programmes in the future for entrepreneurial development and included sessions ranging from graduate-level research, MBA recruitment and updates to the international accreditation standards. The conference was comprised of 11 sessions over the course of 3 days. Topics ranged from the future progress of business schools, MBA education and management. On the last day, Professor Takehiko Ito from the School conducted one of the sessions titling ‘Management in an Ever Changing Environment’.

Silk-Road Entrepreneurship Education Alliance
In November 2016, NUCB signed a memorandum of understanding with the Miller Institute of Entrepreneurship and Innovation and the Zhejiang University Global Entrepreneurship Research Centre (ZJU-GERC) to form the Silk Road Entrepreneurship Education Alliance. The meeting was held between Professor Zhongming Wang of the Zhejiang University School of Management and NUCB administration including President Hiroshi Kurimoto, Dean Yasutomi Kitahara and Associate Dean Dr. Hiroyuki Kurimoto. The aim of this strategic collaboration is to develop joint programmes and joint research in the field of entrepreneurship - particularly on the study of family firms. The International Entrepreneurship Centre is an educational institution that accepts overseas students widely and provides high-level lectures on entrepreneurship and management. This partnership will expand the opportunities to participate in high-level study abroad programs.

Sharing Session with OECD Representatives
Two representatives, specialising in 'recurrent education' from the OECD visited the School with the arrangement by the the Ministry of Education, Culture, Sports, Science and Technology
(MEXT) in January 2017. The purpose of their visit was to develop a ‘country review’ toward future education in 2030. The School was selected by the government in recognition of pioneering efforts of business education incorporating active learning.

Organising Symposium on Female Career Development
The Japanese parliament has adopted a law aimed at promoting the role of women in the workplace. Businesses with over 300 employees, as well as the central and local governments, will be required to set public numerical targets for the employment, and promotion to managerial positions, of women. In March 2017, the School organised a symposium on how women workforce can effectively develop their career and invited two successful female business leaders as keynote speakers. Ms. Yuka Tanimoto, Deputy Editor and Web Editor for Forbes Japan, shared her Executive MBA experience and career challenges. Ms. Maki Nakamura who serves as the Executive Officer and Senior Vice President of Seiyu GK talked the importance of continued learning to survive unpredictable economic situations. Following keynote speeches, a panel discussion on a promotion of women’s participation and advancement in the Workplace was conducted.
Visit by Chief Korean Administrators
Seven chief administrators from Korea have visited the School in the purpose of learning current situation in Japan to the needs of society members for continuing education. With the recognition in the area of continuing business education, the Higher Education Bureau has selected the School for the visit to share some of our practices. Five NUCB faculty members and two Korean professors attended the meeting and had a fruitful discussion for both countries.

Establishment of Two Alumni Associations
Over the past two years, our alumni have set up two associations in addition to the Pharmaceutical and Medical Care Network. These active alumni involvement have been greatly influencing our curriculum development and faculty's teaching by sharing the latest needs and innovation in their workplace. For example, the Pharmaceutical and Medical Care Network with over 200 alumni and students of the School contributed to the establishment of the 'Health Care MBA' track.
Innovation Network
This group has been formed with the initiative by alumni of the BIP graduates in February 2016 and supported by Dean Kitahara. The purposes are 1) to provide research opportunities in the area of innovation 2) to develop an innovative teaching method 3) to support innovation of companies 4) to enhance interconnection with other innovation related associations 5) to share innovative cases in actual work settings and to develop cases based on shared information, and 6) to support BIP. The group presently consists of 18 members and is going to expand its activities through the collaboration with current BIP students.

Network to Promote Women’s Active Participation in Workplace
In March 2017, a group of female graduates from the School established an association with a purpose of promoting the role of women in the workplace. The percentage of managerial posts held by women in Japan, 11 percent, is the second lowest in the OECD. The government has announced a goal of increasing this percentage to 30 percent by 2020. The activity of this new group, supported by Prof. Otsuki, is expected to support to raise the proportion of women in management positions and to hike the proportion of mothers who return to work after the birth of their first child.
4. Future Initiatives

As new initiatives for the next two years, the following ideas have been planned.

- Establishment of the NUCB Incubation Centre (NIC) is planned for the purpose of converting business ideas of student entrepreneurs to reality. The NIC teaches and helps the students in making and explaining their business models and ideas, so that their ideas can be shifted into business. With this new initiative, NUCB is determined to play a leading role to support entrepreneurship and intrapreneurship in the area of Greater Nagoya which produces 1% of world GDP annually.
- New courses and research projects collaborating with globally successful regional companies such as Toyota Motor Corporation and AISIN SEIKI Co., Ltd.
- Joint research on innovation generation process of specific companies. (In progress with NTK Technologies, a part of NGK Spark Plugs, Co. LTD)
- Enhancement of self-management skills such self-medication and mindfulness to cope with highly pressured and stressful work environment by developing new courses or utilising some of the current courses.
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International Accreditation Manager, NUCB  
k.ozawa@nucba.ac.jp