NUCB Business School

Principles for Responsible Management Education
Sharing Information on Progress Report
2018-2019
1. Reaffirmation of our commitment to PRME

On behalf of all of our stakeholders, we are pleased to submit our 2018-2019 SIP Report and pledge once again to uphold the Principles for Responsible Management Education (PRME). In fact, this is our third SIP Report since our endorsement of PRME in July 2013. In keeping with the School’s motto of ‘Frontier Spirit,’ the School remains steadfastly committed to offer its students high-grade study programs and attractive services. Consistent with this motto, NUCB Business School supports the six major principles of the PRME.

The past two years has been a period of significant achievements, progress and development for the School. Since the last SIP Report, we have revised our Learning Goals and Objectives to align more directly with PRME related areas, such as ethics and diversity as well as developing a global perspective and strong leadership skills. Our curriculum reflects these changes with the addition of more courses focusing on ethics and training our faculty to be conscience of instilling these goals and objectives in courses. Last year, we established a Case Center for Teaching and Learning and just recently we acquired business operational control of Case Center Japan (CCJ), which is the primary platform in Japan for the distribution of high quality cases and also serves as the center for case method training. In Japan, many commercial high schools and even primary schools are introducing case method as an effective learning tool as part of an effort by the Ministry of Education to create more pathways for two-way and active learning.

The School motto of ‘Frontier Spirit’ is not only directed towards our own students, but truly to anyone who desires to learn. The acquisition of the CCJ is just one of the many efforts and successes that the School has had during these past two years. Another achievement for which we are especially proud has been the development of a non-degree, online, live program aimed at helping women in Japan who have left the workforce due to pregnancy or child-rearing or even simply living in a remote area of the country. The prefectural government has applauded this initiative and provided the School with additional funding to ensure the program continues. Since its launch in 2018, more than 50 women have benefited from this special program.

Thus, we are pleased to submit this SIP Report which details our successes and ongoing efforts of furthering responsible management education and corporate responsibility as a whole.

Sincerely,

Yasutomi Kitahara, Dean
NUCB Business School
2. NUCB Business School (Overview)

Founded in 1990 by the Kurimoto Educational Institution (KEI) to grant masters degrees, the NUCB Business School is a private institution located in the business district of Nagoya, Japan. Dr. Yuichi Kurimoto, founder of KEI, was the first Japanese person to graduate from the University of Alberta, Canada in 1930. He established KEI to provide talent development that would meet the needs of the post-war economic and population boom in Japan. Our motto of ‘Frontier Spirit’ was developed through the founder’s experience in Alberta, Canada and is the cornerstone of the NUCB Business School educational philosophy. In 2015, 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. 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 was accredited by AACSB in 2006 and AMBA in 2009 with successful re-accreditations achieved every 5 and 7 years, respectively. The School is the only institution in Japan to hold both AACSB and AMBA accreditation, as well as the first and only AMBA accredited institution in the nation.

Mission Statement

NUCB Business School’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

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

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 the best possible living environment for studying
**Frontier Spirit**
The energy driving the mission of the School 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**
Following the development of the new strategy in 2017, NUCB Business School redefined “New Asia” which originally referred to a region transforming into major world markets in their own right from their roots as the world’s factory markets when the previous strategy was set. The School now sees “New Asia” as a region even more important to the world’s prosperity with a strong trade capacity and high consumption power. Asian economies have been active participants in the new wave of change by digitalization and is being transformed by the rapid adoption of technologies. NUCB Business School continues to be committed to produce business leaders who can shape and develop this market.
3. Major achievements during the last 24 months as related 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.

Revision of Learning Goals
Following the submission of the previous SIP Report in June 2017, our Learning Goals were revised in August 2017 by our Assurance of Learning Committee. The revision was in keeping with our mission and accreditation maintenance protocols set by AACSB and AMBA as well as embedding PRME-related issues. Moreover, separate learning goals and learning objectives were created based on the student development goals listed in each program. Finally, regarding PRME-related issues, we have continued to integrate diversity awareness as well as ethical and responsible management issues in the learning goals of all programs.

The following is a full listing our 8 Learning Goals and Learning Objectives which were revised in August 2017. While Learning Goals 2, 3 and 7 are most closely related to PRME issues, for the sake of consistency and clarity, we have decided to list all of our goals and objectives:

Learning Goal 1 and Learning Objective 1
Goal: Critical Thinking
Objective: The student possesses an ability to think logically and solve business-related problems.

Learning Goal 2 and Learning Objective 2
Goal: Diversity Awareness
Objective: The student is able to draw on diversity, including region, industry, age, and gender, to solve problems.

Learning Goal 3 and Learning Objective 3
Goal: Ethical Decision Making
Objective: The student is able to make ethical decisions to realize sustainable corporate management.

Learning Goal 4 and Learning Objective 4
Goal: Effective Communication
Objective: The student is able to express their opinions and ideas logically and clearly, and communicate effectively with others.
Learning Goal 5 and Learning Objective 5

**Goal:** Executive Leadership

**Objective:** The student is able to exercise leadership to transform management and organizations.

Learning Goal 6 and Learning Objective 6

**Goal:** Innovative Leaders

**Objective:** The student is able to exercise leadership to transform management and organizations.

Learning Goal 7 and Learning Objective 7

**Goal:** Global Perspective

**Objective:** The student is able to exercise leadership to transform management and organizations.

Learning Goal 8 and Learning Objective 8

**Goal:** Tax Accounting Consulting Skills

**Objective:** The student is able to exercise leadership to transform management and organizations.

Brush Up program for Professionals

In cooperation with the Ministry of Health, Labour and Welfare's 'Education Training Provision System,' it is possible for students to qualify for up to 960,000 yen in subsidies over two years. The subsidy is approximately the equivalent of 7,580 Euros. The goal of this program is to increase the availability of job opportunities for working professionals to acquire and improve upon the skills and knowledge necessary for their work. The Ministry of Education, Culture, Sports, Science and Technology (MEXT) has authorized the School to continue this program each year since its inception three years ago.

Student Feedback from Academic Needs Conference Series

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 program from alumni. The following outlines some of the recent changes made in the PRME-related areas based on feedback from students:

<table>
<thead>
<tr>
<th>Feedback from Students</th>
<th>Changes</th>
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<tbody>
<tr>
<td>Very few of the cases we used focused on SME's although 99% of companies in Japan are</td>
<td>This problem is due to the lack of available cases that have been translated into Japanese. In 2017, we began encouraging our teachers to create original cases. In 2019, we acquired the Case Center Japan unit which will offer a larger library catalog of cases. We also have plans to use the CCJ to accelerate the translation and availability of a wider range of case topics.</td>
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<tr>
<td>are SMEs. Increasing the number of family business related cases is strongly desired.</td>
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<tr>
<td>It's important for all students to learn about SMEs because large companies cannot be</td>
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<td>successful without understanding the business environments surrounded by SMEs.</td>
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<tr>
<td>I felt that some of the faculty members need to improve their facilitation skills in the classroom. Specifically, The teaching skill level ability varies among faculty members.</td>
<td>The School has been sending several of its teachers each year to the leading case method seminars such as Harvard Business School's Global Colloquium on Participant-Centred Learning. In 2018, the</td>
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<td><strong>School started putting emphasis on improving teaching skills through Faculty Development meetings and organizing Participant Centered Learning Sessions in the beginning of the academic year.</strong></td>
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<td>I want career support guidance even though I already graduated from the School and started my own business.</td>
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<td>The School established the Centre for Entrepreneurship in 2018. Members of the Center are supported by faculty members. Moreover, networking events between successful entrepreneurs and current students and/or alumni are organized at least six times each year.</td>
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<td>When I participated in the JBMC (Japan Business Model Competition), I discovered that many of the participants belong to Globis and their achievements in the JBMC which is then recognized as credit. I think such a practice improves students' learning as well as the brand image of the School.</td>
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<tr>
<td>In 2018, achievements from business competitions such as JBMC became applicable to be credited. With this new measures, the number of participants taking part in external learning opportunities such as business competitions, field trips, internships, and study abroad has been increasing.</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 Global Compact recently issued an Action Platform entitled “Health is Everyone’s Business.” Even as the hospital is an organization involving specialist groups, in Japan, family management remains a strong element of the industry, all of which requires management with full awareness of corporate social responsibility, ethics, leadership, and so on. MBA acquisition has been popular in recent years among doctors, dentists, and veterinarians. With the aging of Japanese society, there are sure to be numerous opportunities for peripheral businesses that go beyond the current framework of long-term health insurance. Thus, since starting our specialized MBA in Healthcare, the School has been adding courses related to healthcare, sustainability and ethics:

**Healthcare Track**

- Sustainability & Business Value in Healthcare
- Management in Regulated Environment
- Management Decision Making in Healthcare Business
- Business Analysis in Healthcare
- Entrepreneurship in Healthcare
- Ethics & Governance in Healthcare

The effort of the School to increase courses related to ethics and sustainability is not limited to only the new Healthcare MBA specialized track. The School has also begun adding more such themed courses to the general curriculum in accordance with our Learning Goals, some of which also address PRME-related issues:

**General Curriculum**

- Managing Knowledge in Global Organizations
- Leading Growing Ventures
- Competitive Tactics and Policy
- Managing Multinational Business
- Business Succession & Innovation
- Risk Management and Sustainability
- Geopolitical Risk and Business Strategy
- Business Issues and Ethics
- Enterprise Turnaround Strategy
- Leading Multicultural Teams
Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Establishment of the NUCB Center for Case Teaching and Learning
The School recruited two leading scholars in the field of case method pedagogy in Japan as our core faculty members. Subsequently, the NUCB Center for Case Teaching and Learning was established in 2018 for the purpose of improving the teaching quality at business schools in Japan. The two scholars in question are (1) Dr. Haruo Takagi, who received his DBA from Harvard Business School and is Professor Emeritus of Keio Business School, and (2) Dr. Shinichi Takeuchi, who received his PhD in Education from Hiroshima University and his MBA from Keio Business School.

Dr. Takeuchi is a specially-appointed adjunct professor at Keio Business School and Head of the Case Method Education Research Center. Together, Dr. Takagi and Dr. Takeuchi, have co-authored a book entitled ‘Introduction to Case Method Teaching’ which is considered an absolute must-read book among faculty teaching at business schools in Japan. The establishment of the Center for Case Teaching and Learning as a new initiative exemplifies our strong commitment to practice and high-quality management educational methods as well as to further enhance pedagogical research.

Empowerment of Women and Leadership Program
A new, non-degree online program, which is delivered live, aims to help empower women in Japan that have left the workforce for various reasons, such as pregnancy, child-raising or simply living in rural areas of the country. The program, which was introduced in 2018, is one of the so-called ‘Three-Year Government-Funded Projects.’ The purpose of this particular project is to develop and assess training programs on crucial issues for the future sustainability of the country and help women re-enter the workforce.

Presently, Japan is facing one of its worst labor shortages in the past 40 years. Reaction to this program has exceeded expectations, since participants in this program possess a considerable amount of academic and professional experience: over 30% hold a masters degree and have an average of 14 years of work experience.

It is also worth noting, that the Gender Equality Bureau Cabinet Office has commissioned NUCB Business School to initiate the Female Leader Development Program in order to develop a model program that is effective in cultivating female business leaders. The research results will be shared nationwide for other business schools and organizations to learn from our practices. The project targets high-level, female members of senior management who are expected to become executive officers in the future. The program is set to run between September 2019 and March 2020.
Revitalization of Art, Design and Manufacturing Sectors

Another example of an online government-funded program that the School is launching is the Monozukuri (Art of Design and Manufacturing) MBA. This program is aimed at revitalizing manufacturing industries, which have been the backbone of Japan's postwar economic development. The Monozukuri MBA courses focus on centering digital transformation in order to provide innovative ideas for the IT-enabled changes in business environments as well as to teach how to create value from them. The lessons cover a wide range of issues, such as the competition and business models in the high tech industry, cost structures of firms and how to improve them build information capabilities. The program expects to have over 40 students and will run from September 2019 until March 2020.

Acquisition of the Business Operations of the Case Center Japan

In May 2019, the School negotiated a purchase agreement with the Institute for International Studies and Training (IIST), a Japanese non-profit foundation, to assume full business operations of its case distribution, information and training unit, known as the Case Center Japan (CCJ). The agreement will take effect July 1, 2019.

Until now, the Case Center Japan (CCJ) has been responsible for access and distribution of high quality cases nationwide in Japan. Its primary clients include Harvard Business Publishing, INSEAD, Ivey Publishing, Case Centre (UK), IMD and Darden Business Publishing. Due to financial difficulties, the IIST had announced plans to cease operation of the CCJ by June 30, 2019. As the CCJ is the sole platform for distributing cases to institutions and academics around Japan, its closure would have an extremely adverse impact on the domestic education market.

Thus, the NUCB Business School successfully reached a last minute agreement with the IIST to take over the business operations of the CCJ, so that the distribution of high quality cases in Japan would continue unheeded. All six of the key publishing clients reacted positively to the news and the School has begun initiating transfer agreements with these publishers. The Case Center Japan will retain its name as the intention of the School is purely to ensure the continued access and distribution of case materials in Japan as well as to promote case method training as an effective learning tool.

Innovative Learning Experiences for Responsible Leadership

Innovation Techniques by Example

The practical study seminar teaches techniques for 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. A wide range of themes related to industrialisation are offered in collaboration with various companies, 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 have many opportunities to deploy the training in innovation practices 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 on products, services, marketing as well as the organisation management. The students will work 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 people there. Students are then asked to take notes on 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 has further improved. Representatives from GAP Japan Inc., IDOM Inc., BOLSTER, Inc., Oisix Inc., and Applied Predictive Technologies have contributed to the courses.

**Assessment by Reviewers of Business Plan Competition**
‘Innovation Management’ places an emphasis on cultivating skills to commercialise innovative ideas because proving the feasibility of business plans is essential in obtaining funds from investors or an approval from within the company. Students have more opportunities to understand how to effectively implement and manage their business plan. As part of 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**
This course, entitled ‘Responsible Management,’ surveys the results of real situations in companies in which the class participants are employed. Metadata of various industries are shared in addition to a pre-assigned case material. The students are then asked to discuss the 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 at providing students a better with a better opportunity to analyse problems realistically and holistically and, most importantly, to think of the best actions for the future business environment.
Overseas Professional Development and Training for Faculty

Each year, our faculty are offered the opportunity to hone their teaching skill-set by taking part in overseas training seminar hosted by some of the best EMBA programs in the world, such as those at Ivey Business School and Harvard Business School. The training sessions are entirely voluntary and in the case that faculty are unable to go overseas due to family commitments or teaching schedules, we have also been providing training sessions in Japan during faculty development meetings to familiarise faculty with the philosophy of participant-centred learning and its practical applications.

<table>
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<th>Programs</th>
<th>2015</th>
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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.

NUCB Business School is very fortunate to have faculty that are actively engaged in research. These faculty members undertake and disseminate research in harmony with our mission to 'create knowledge that advances business and society'.

Examples of our faculty research output are primarily evidenced through publications and conference contributions related to business ethics, diversity and sustainability include the following:

**Publications**


**Presentations**

HBS's Best Selling Cases Translation Project
The School's Asia Pacific Case Center has over 1,100 original cases developed by faculty and
students. In 2018, the School entered into an agreement with Harvard Business Publishing to
translate 200 of Harvard Business School's best selling cases into Japanese. The cases are going
to be disseminated through our recently established NUCB Case Center as part of the acquisition
of the Case Center Japan.

Publication of Journal of Business Succession
The School is actively involved with the Japan Society for
Business Succession (JSBS) that aims to contribute to the
development of research and education in the area of family
business succession. The members include researchers,
practitioners and business owners. Since the appointment of
Associate Dean Dr. Kurimoto as an executive director, the School
has taken an editorial role of Journal of Business Succession for
the past two year. 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 'Management
Philosophy Driving Competitive Force in Globalization,
Innovation, and Diversity'.

Introduction of ScienceDirect
In response to increasing demand from faculty members, the School introduced Elsevier's
ScienceDirect in April 2019, the world's leading platform for peer-reviewed literature. With this
launch, our faculty are now able to read 272 journals online including 104 A* rank and 186 A
rank journals in the Australian Business Deans Council (ABDC) journal list that the School
utilizes in maintaining the quality of research outputs. In addition, half of the journals listed in
'50 Journals used in FT Research Rank' can be accessed with the use of ScienceDirect.

Silk Road Project Research Meeting
In April 2019, the School hosted the Silk
Road Project Research Meeting organized by
the Silk Road Entrepreneurship Education
Alliance which was created to promote joint
research in the field of entrepreneurship;
particularly on the study of family firms.
Associate Dean Prof. Takehiko Ito
coordinated and facilitated the meeting with
over 40 participants. Prof. Wang, Director at
the Global Entrepreneurship Center at
Zhejiang University and Dr. Andrew Lock, a
member of International Accreditation
Advisory Board of AMBA also joined the meeting to share issues in Asian and European
countries. Through the Silk Road Entrepreneurship Education Network, the NUCB Business
School aims to produce some of the highest quality research on entrepreneurship and family
business in the Chubu area for better understanding and advancing management practices in
society.
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.

Establishment of the NUCB Center for Entrepreneurship
As mentioned in our previous SIP Report, one of the ongoing future initiatives of the School had been the establishment of the NUCB Center for Entrepreneurship. The purpose of the Center is to support future business successors by enhancing their present business besides converting business ideas of student entrepreneurs into reality. Considerable progress has been made by the Center since it was established two years ago.

In 2018, the Center attracted over 300 participants by organizing 6 pitch events. In these ‘pitch events’ a selected group of startups make presentations in front of a live audience. The Center also consulted small and medium sized companies in local markets through ‘innovation project’ embedded in our MBA program. The Center was chosen as part of a prefectural enhancement policy called the ‘Aichi Start-up Ecosystem’ in 2018.

Agreement with Japan Finance Corporation (JFC)
In November 2018, the School signed an agreement with the Japan Finance Corporation (JFC), which is a policy-based financial institution that aims to complement financial activities carried out by private financial institutions and contributes to the improvement in the living standards of Japanese people. The agreement aims to provide fruits of research on entrepreneurship and family business succession and to contribute to the development of society by offering a platform for the exchange of information.

Affiliation Program with Aichi Prefectural Association of Credit Unions
As a part of a partnership agreement with the Aichi Prefectural Association of Credit Unions, which is comprised of 15 regional banks, the School organized a course entitled ‘Business Succession and Innovation’ with the goal of strengthening the foundations of small and medium-sized enterprises and to pass on business techniques for the long-term growth of companies.

Customized Programs
The School has been successful in building stronger relationships with major companies in the greater Nagoya region. Through the efforts of our External Affairs Team, the School has been identifying and reaching out to companies involved in consulting, financing, and manufacturing
industries. The ‘Greater Nagoya region’ produces 1% of world GDP annually and is home to
global Asian giants like Brother Industries, Ltd., Mitsubishi Heavy Industries, NGK Spark Plug
Co., Ltd., Toshiba Corporation and Toyota Motor Corporation.

<table>
<thead>
<tr>
<th>Year</th>
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<td>TOYOTA BOSHOKU CORPORATION</td>
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**Formation of the New Program Development Committee**

As mentioned in Principle 3, one of the achievements of the School has been the launch of new
online programs that (in the language of Principle 3) have truly ‘created an education
framework that enables effective learning experiences for responsible leadership.’ Specifically,
the School began offering new online programs with the purpose of empowering women in the
workforce, as well as supporting second-career development for engineers. In order to be
successful in creating the education framework for launching online programs, the School
established the New Program Development Committee. Comprised of 10 corporate
representatives with expertise in identifying current corporate needs and trends related to
areas that these online programs offer, the Committee represents a range of companies from
large corporations to SMEs with different business fields. The Committee meets 2-3 times
annually to discuss program contents and consider feedback from students. Corporate members
include: Idemitsu Kosan Co., Ltd, NGK Group, TOHO Gas Co., Ltd., Seto Shinkin Bank, Toyohashi
Shinkin Bank, Alpen Co., Ltd., PERSOL RESEARCH AND CONSULTING Co., Ltd., NAGOYA HATUSJO
KOGYO CO., LTD, Mitsubishi Heavy Industries and Color Tact Branding Co., Ltd.
Employers Involvement as Guest Speakers
Periodically, throughout the academic year, corporate executives are invited as guest speakers to some of our courses. Most notably, we invite speakers for our courses on 'Innovation Management' and 'Business Model Design', and special courses in which student's presentations are evaluated with the support of these 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 fast-paced changing business environments. In addition, cases prepared by program 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 is asked to talk about the actual situation involved in that particular case.

Conference and Forum on Business Succession
As discussed in the previous section, the School plays key a key role in organizing The Japan Society for Business Succession (JSBS). In 2018, the JSBS organised a conference, an open forum, and five workshops. In total, these events attracted more than 200 participants. Below are the details of these events:

<table>
<thead>
<tr>
<th>Annual Conference on December 1, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speaker</td>
</tr>
<tr>
<td><strong>Keynote Address</strong></td>
</tr>
<tr>
<td>Dr. Masahiro Tsukushi</td>
</tr>
<tr>
<td>Assistant Director, Business Behavior</td>
</tr>
<tr>
<td>Division, Ministry of Economy, Trade</td>
</tr>
<tr>
<td>and Industry</td>
</tr>
<tr>
<td><strong>Sessions</strong></td>
</tr>
<tr>
<td>Dr. Yasuhiro Ochiai</td>
</tr>
<tr>
<td>Professor, Japan University of Economics</td>
</tr>
</tbody>
</table>
| Dr. Hiroyuki Kobayashi  
Professor, Globis Management School | Five Principles for the Mutual Beneficial M&A |
| Dr. Minehiro Kato  
Professor, Kanazawa University | Support of Banks for Business Succession |
| Dr. Miwa Oyama  
CEO, Next Stage Consulting | Case Studies on Bankruptcy Followed by Failures of Business Succession |

**Moderator**

Dr. Hokuto Dazai  
Professor, NUCB Business School

### Panel Discussion

**Panelists**

Dr. Masahiro Tsukushi  
Assistant Director, Business Behavior Division, Ministry of Economy, Trade and Industry

Mr. Takayoshi Honda  
CEO, Honda Plus Co., Ltd.

Mr. Masaaki Shibayama  
Assistant Director, Division of Industrial and Labor, Aichi Prefecture

**Moderator**

Dr. Mitsuyori Miyake  
Professor, NUCB Business School

Business Succession in Crisis
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 the 2018 AACSB Asia Pacific Annual Conference
In October 2018, the School was selected as the host institution to organize the 2018 AACSB Asia Pacific Annual Conference. The event attracted more than 200 participants from 18 countries. The main theme of the conference was ‘Innovations in Business Schools’ and the participants learned how institutions are incorporating current trends in technology into the curriculum to meet the demands of students and employers. Most notably, on the topic of transformation toward design driven institutions, Prof. Yuriko Sawatani from NUCB Business School set the tone for the conference by discussing one of the major trends in the service economy where design processes and innovation are becoming more and more integrated in developing the customer journey from the perspective of business schools, administrators and students.

2018 HBS Publishing Case Teaching Seminar
As the first initiative by the Center for Case Method, the School successfully hosted the nation’s first Case Method Seminar organized by Harvard Business Publishing in September 2018. Forty faculty from over ten different countries who teach at many of the leading business schools of the world, such as CEIBS, HKUST, and KAIST deepened their knowledge and skills with our faculty members.

Extension Programs
Two types of extension programs have been regularly offered at the School since 2002. In ‘Business Open Seminars’, 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.). The lectures are open to anyone interested in the topics discussed and were organized four times in 2018 and attracted 193 participants. ‘Executive Frontier Seminars’ are presented by our faculty delivering cutting-edge insights to participants. Eight different seminars were organized in 2018 and attracted 376 participants.
Below is a list of topics along with participant and speaker details:

### Business Open Seminars

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Date</th>
<th>Title</th>
<th>Presenter(s)</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>May 23</td>
<td>Tense situation on the Korean Peninsula and the Japan-South Korea Relationship</td>
<td>Mr. Masatoshi Muto Former Ambassador Extraordinary and Plenipotentiary in South Korea</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>July 18</td>
<td>Shaking 'Freedom of Liberal Economy and Democracy' by platformers</td>
<td>Mr. Toru Machida Economic Journalist and Non-fiction Writer</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Nov. 7</td>
<td>Revision of the Corporate Governance Code and the Amendment of Law of Obligation/Law of Contract</td>
<td>Mr. Hiroaki Rokugawa Lawyer Ogasawara, Konno &amp; Rokugawa</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Dec. 5</td>
<td>Life in 2030</td>
<td>Mr. Kiyohisa Ota Executive Officer Startup Investment Co., Ltd.</td>
<td>32</td>
</tr>
</tbody>
</table>

### Executive Frontier Seminars

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Date</th>
<th>Title</th>
<th>Presenter(s)</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>Aug. 4</td>
<td>Future Business Trend and Risk Management</td>
<td>Prof. Yusuke Ito</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Aug. 25</td>
<td>Blind Spot in World Economy? - Case Studies for the Next Crisis</td>
<td>Prof. Nana Otsuki</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>Sep. 22</td>
<td>What is real 'Case Method'?</td>
<td>Prof. Shinichi Takeuchi</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>Oct. 20</td>
<td>Future Business Trend and Risk Management</td>
<td>Prof. Yusuke Ito</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Dec. 15</td>
<td>Building Business Models Responding to Digital Transformation</td>
<td>Prof. Ryusuke Koyama</td>
<td>28</td>
</tr>
<tr>
<td>2019</td>
<td>Jan. 12</td>
<td>Corporate Analysis for Next-Generation Executives</td>
<td>Prof. Mitsuyori Miyake</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>Feb. 9</td>
<td>Japanese Ways of Corporate</td>
<td>Prof. Osamu Ueda</td>
<td>59</td>
</tr>
</tbody>
</table>
**Special Lectures**

Special Lectures are organized on an irregular base. The following notable speakers presented in recent years with facilitation by NUCB Business School faculty members.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Date</th>
<th>Title</th>
<th>Presenter(s)</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>Feb. 15</td>
<td>Why do human beings learn?</td>
<td>Dr. Juko Ando Professor, Keio University</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>Feb. 23</td>
<td>Leadership Style Towards Future by Foreign Capital Executive</td>
<td>Dr. Masao Torii President, Novartis Holding Japan K.K.</td>
<td>47</td>
</tr>
</tbody>
</table>

**Updates from Alumni Association Activities and Workshops**

- **Pharmaceutical and Medical Care Network:** The Network, organised by over 370 alumni and students of the School, has been actively sharing knowledge and analysing their market by organising seminars and discussion meetings. Over the past two years, the following topics were discussed in the Network and by the members who will utilize the outcomes acquired from their activities by applying it to their work:
  
  - Current business environment and opportunities in Myanmar and Vietnam
  - A way of clinical practice among foreign health care companies in the Japanese market

- **Association to Promote Women's Active Participation in the Workplace:** The Association, established in 2017, to promote the role of women in the workplace has organized two seminars and workshops in 2018 with the following themes:
  
  - Learn the effectiveness of mission through workshops to think of how to name the Association (Workshop Instructor: Prof. Takehiko Ito)
  - How to live resiliently in the time of unforeseeable business environment, financial risks and its solution through the use of AI (Workshop Instructor: Professor Nana Otsuki)
4. Future Initiatives

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

- Organize a Biannual Silk Road Entrepreneurship Education Conference. The plan is to hold an event each spring in Nagoya followed by an event in the fall of the same year hosted by Zhejiang University Global Entrepreneurship Center (ZJU-GERC). The first event was already held in April 2019 in Nagoya and the second event is already planned for fall 2019 at ZJU-GERC. The biannual event is planned to run every year.
- Expansion of the NUCB Center for Entrepreneurship to increase the number of participants. The goal is to provide guidance to future business successors by enhancing their present business besides converting business ideas of student entrepreneurs into reality.
- Upgrade Case Center Japan to widen access to high-quality cases in Japanese and promote case method use. Through the acquisition of the CCJ, we will streamline the distribution of cases in Japan and increase the number of case method workshops and training courses.
- Increase the number of online courses and programs. The initiative not only reduces the carbon footprint of the School, but also will make access to education more affordable and possible to a greater number of people in Japan and beyond.
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