MASTER’S IN GLOBAL BUSINESS JAPAN
LEVEL I – EDITION ONE
A.Y. 2018-2019

Presentation
The aim of this Master’s Programme is to develop competences in communication, collaboration and creation as professional premises for cross-border business and management toward/in/with Japan. Students will be offered opportunities to acquire skills, capabilities and experiences relevant to developing business opportunities and professional careers, while using and improving their command of Japanese and English. This will be done through active (project and case study centred) learning in Japanese and English under the guidance of experienced business persons and academics. The contents of this course will consist of business language and manners, corporate culture, societal and regional challenges, employment practices, accounting and financing, marketing, trade and logistics, legal management, cross-border M&A analysis, workshops and internships with European, Italian and Japanese firms.

Aims
Professionalization by combining theoretical framing, active learning and case studies, with the aim of developing competences in business and management related communication, collaboration and creation.

Didactic activities

MODULE 1
HRM in/with Japan

Objective: This module is composed of three different parts.
a) Theoretical international human resource management framework, providing an introduction to the critical issues facing organizations in simultaneously managing their human resources at home and abroad. Competitive firms and economies require appropriate structures, policies, and strategies for managing their employees at every level of the enterprise. Insights will be offered on multinational enterprises (MNEs) and global corporations involved in a global environment as well as on small and medium enterprises (SME), analysing their specificities and the competitive advantages based on people management.

b) HRM Practices: experts from Italian companies will hold workshops on human resource management in Japan

c) Experts from a Japanese corporation in Italy will hold workshops on how to face an interview in a Japanese corporation.

MODULE 2
Marketing in/with Japan

Objective: The module is composed of 2 parts: a) an academic introduction to international marketing concepts, and their influence on management and decision making. Students will develop a working knowledge of the 4 P’s of marketing - product, price, promotion, place - along with concepts such as consumer and business buyer behaviour, segmentation, product life cycle, and other fundamental components; b) the practical part will address marketing with/in/from Japan, with case studies by teams of students guided by a professional from a European branch of a Japanese company.

MODULE 3
Trade and logistics in/with Japan

Objective: Experts from Europe and Japan will introduce the management of trade and logistics issues with Japan (inbound and outbound). Students will tackle practical case studies in two active learning workshops.

MODULE 4
International accounting, finance and banking in/with Japan

Objective: The module will introduce the main topics in international accounting and the international dimensions of financial statement analysis. It will offer an overview of the main differences in financial measurement and reporting practices and provide the essential conceptual and contextual background underlying the preparation of financial reports and their analysis. A specific section of the module focuses on the basic issues of financial and banking management in a global economy. Financial sustainability and feasibility for companies approaching the Asian
All Call for Applications for Master’s in Global Business Japan

MARKETS will also be addressed. A practical workshop by a Japanese finance company will complete the module.

MODULE 5

Comprehensive case studies in cross-border M&A

Objective: Why are cross-border M&A activities so popular as a mainstream option for gaining growth? Is cross-border M&A really a sustainable formula for success or just a short term placebo/turbo with more destructive repercussions or side effects in the long-term? What makes the difference between these two outcomes?

Traditionally, Japanese companies have made their own direct investments or have bought controlling stakes in foreign companies, both to gain footholds in foreign markets. In the late 1990s, foreign companies increasingly acquired Japanese companies in order to enter and grow quickly on the Japanese market. And Japanese companies are no longer hesitating to acquire or merge with other Japanese companies or their business units in order to maintain growth within a saturated domestic market and/or respond to global competition. Japanese companies are utilizing their recovered balance sheets (strong cash positions) and starting to acquire controlling stakes in foreign companies again. Whatever the direction of M&A activities (in-out, out-in, in-in) is or might be, international or multinational corporations have to cope with a threefold challenge: (a) how to strike a strategic balance between organizational integration and decentralization and between global scale and local responsiveness in the product strategy, (b) while achieving consistent human resource development and effective use of IT based information systems, (c) without killing off uniqueness, initiative and variety as indispensable sources of creativity and differentiation.

Students on this course are expected (a) to choose a cross-border M&A case (involving a Japanese company on one side and listed companies on both sides), (b) to examine the motivations, expectations of and impacts on stakeholders, the gaps between intentions, statements and results and (c) to finally draw their own conclusions about the success or failure and sustainability of their chosen M&A case.

MODULE 6

Corporate culture in Japan

Objective: Why do actors with different interests work together within organizations, behaving differently from the logic of market transactions and knowing what is demanded or expected and what to do, without being explicitly ordered to do so or without it having been negotiated? And what makes an organization different from other organizations?

The actual way that organizations guide the thinking and acting of their members is built by every organization’s own historic path and by reproducing a set of hidden rules and values governing how members of an organization relate to each other, towards the organization as a whole and towards outsiders. This is known as organizational culture and through this, corporations attempt to generate and maintain such contradictory qualities of collective and individual behaviour as
flexibility and direction, creativity and efficiency at the same time. This is the essence of functioning management under the current conditions of growing uncertainty, volatility and ambiguity. This course approaches the subject of management in Japan (and related challenges) based on the concept of corporate culture. It gives a critical overview of different core terms, models and concepts (theories) of corporate culture, discusses the relationship between culture and change and raises problems Japanese corporations are currently encountering with regard to their internal integration, especially in their cross-border operations.

Students are expected not to simply reproduce common (standard) descriptions and stereotypes about Japanese business and management and about a perceived (proclaimed) uniqueness (particularity) and cultural continuity (traditions). Instead, students are expected to pay attention to, and become aware of, the complexity, diversity and contexts of the real world of business and management and achieve a critical perspective and deeper understanding of current challenges for managing and doing business in Japan, their origins and prospects.

**MODULE 7**

**Workshop Japanese firms**

**Objective:** Field experts from Italy and Japan will act as facilitators for two workshops on cases of consultancy to companies in Japan and abroad.

**MODULE 8**

**Workshop Italian firms in Japan**

**Objective:** Experts from Japan will introduce case studies and crucial issues for Italian companies investing in Japan.

**MODULE 9**

**Legal management in Japan**

**Objective:** The principles and practices of legal management in Japan and in Europe will be addressed and discussed with students by experts and academics from Europe and Japan in a multiple active learning environment.

**MODULE 10**

**Business Japanese I**

**Objective:** The module will address Japanese language and manners for business in and with Japan. Practical workshops on job hunting and interpreting in/with Japan will be held in groups. Students will learn about telephoning, negotiations and job interviews in Japanese.
MODULE 11

Business Japanese II

Objective: The module will address advanced written Japanese for business in and with Japan. Practical workshops on translating and interpreting in/from English/Japanese will be held. Students will learn about emailing, presentations and the role of the Japanese language in global business communication environments.

MODULE 12

Business English

Objective: Students will learn the theory and practice of interpreting and translating centered on the specific terminology of law and economics. At the same time, they will learn about telephoning, meetings, presentations, negotiations and job interviews in English.

MODULE 13

Active learning workshop

Objective: Students will be involved in group learning activities to gain practical experience of “active learning” and how to participate on all Master’s programmes.

MODULE 14

Societal and regional challenges Japan/Asia

Objective: Students will be actively involved in researching and elaborating contemporary major issues in Japanese politics and society and in finding out how such issues are or might be influential on the contemporary and future local and global economy.

Duration and summary of didactic activities and university credits (CFU)

/ Course duration
12 months

/ Total didactic activities
Classroom hours: 255
Online hours: 45

/ Internship/project work
Hours: 250
TOTAL ACTIVITIES
Total hours: 2000
Total ECTS/CFU: 80

Qualification issued
Students who have attended the classes, performed the internship and passed the mid-term and final examinations will be awarded the dual qualification of 1st Level Master's in Global Business Japan.

Course period
October 2018 > September 2019

Course calendar
Thursday/Friday to Saturday*
*The calendar of didactic activities will be defined in detail sufficiently in advance of the start of the course and will be sent directly to each student.

Teaching method
Classroom lectures, seminars, case studies, online activities.

Language
ENGLISH and JAPANESE
If the native language of the whole class is Italian, the “Business Japanese I” module may be held in Italian.

Attendance
Attendance will be monitored by signing a register. Regular attendance in the classroom is obligatory to passing the individual modules. Absences must in any case not exceed 20% of the teaching hours for each individual module. Credits are assigned by passing the examinations of individual modules, completing work placement/project work and passing the final examination.

Course location
Venice

All. Call for Applications for Master's in Global Business Japan
Admission requirements
FIRST LEVEL
/ First cycle degree
/ Pre-reform degree (prior to Italian Ministerial Decree no 509/99)
/ Previous studies on Japanese culture and contemporary society
/ Good knowledge of English and Japanese

Admission application
Candidates must fill in the online admission application, the details of which are defined under article 3 of the University's Call for Applications. Only applications accompanied by all the required documentation will be considered. The Call for Applications and relative attachments can be downloaded from the Master's website.

Selection procedure
For admission to the course, candidates must pass the selection test, to be held in Venice on 7 and 8 September 2018. The selection consists of a written test (in English and Japanese) and an open interview for those passing the written test. The test will focus on logical thinking, general knowledge of current Japanese economy and business (including some simple questions in Japanese) and a basic understanding/general knowledge of economics and business.

Graduate eligibility
Students who are about to graduate may also be admitted to the course, provided they qualify within one month from the start of the course. In this case, the enrolment on the Master's may be finalized only after the valid qualification for admission has been awarded.

Available places
/ Maximum number of places: 30
/ The Master's course will only be activated if at least 20 students have enrolled

Course fees € 6,000
/ 1st instalment by 19 September 2018: € 3,016 (including stamp duty)
/ 2nd instalment by 19 January 2019: € 3,000
Enrolment
ADMISSION APPLICATION SUBMISSION (Call for Applications 2016-17, art. 3)
by 5 September 2018
SELECTION EXAM
7-8 September 2018
SELECTION RESULT ANNOUNCEMENT
by 12 September 2018
ENROLMENT COMPLETION
by 19 September 2018

Director
Prof. Marcella Mariotti

Coordinator
Prof. Enno Berndt

For information
/ on submission procedures, contact the Ca’ Foscari Challenge School Administration Office:
tel. (+39)041-2346853
e-mail master.challengeschool@unive.it

/ on didactic activities, admission selection and enrolment applications, contact:
e-mail tutor.masterjapan@unive.it