

Global MBA

Global Business and Management Studies Program

Doshisha Business School

Sharing Information on Progress (SIP) Report

2020/2021

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for**
Responsible Management Education

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I. Letter of Commitment

June 30, 2021

Joseph Hardy Neesima, the founder of Doshisha University, believed that both “intellectual education” and “education of the soul” are needed to make a person a “true man.” In business education this means not just teaching business knowledge, but also helping students develop skills and competencies that will help them apply business knowledge in ways that have a positive impact on society.

At Doshisha we apply our university’s traditional emphasis on “conscience education” to the challenges and opportunities of today’s world to provide a business education that will prepare students to manage successfully—and make a difference—in the business environment of the 21st century.

Our location of Kyoto is home to some of the world’s oldest companies and is an ancient center for schools of religious thought and practice that, through processes of international trade and education, continue to influence Western conceptualizations of “sustainability” and “mindfulness” in global management practice. Our Global MBA (Global Business and Management Studies, GBMS) program is designed to build on these traditions and re-invigorate their relevance to the study of global business and management. In step with this, we are fully committed to implementing the Principles for Responsible Management Education, starting with those that are most relevant to our capacities and mission, to reporting on our progress to all of our stakeholders, and to exchanging information on effective practices related to these Principles with other academic institutions.

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

We also encourage other academic institutions and associations to adopt and support these Principles.

Sincerely,



Yong Yin, Director, Global Business & Management Studies Program

II. Introduction to the Doshisha Global MBA program (GBMS)

(1) Doshisha University and Doshisha Business School (DBS)

Doshisha University's Global Business and Management Studies Program (hereinafter, GBMS) is a part of Doshisha Business School within Doshisha University. GBMS is the signatory of PRME.

Established in 1875, Doshisha University is widely recognized as one of Japan's top comprehensive universities, with a distinguished history of education based on founder Joseph Hardy Neesima's philosophy of "education guided by conscience." Doshisha Business School (DBS) opened in 2004, following a long tradition of successful Kyoto-based global corporations such as Omron, Kyocera, Shimadzu, and Nintendo. DBS was originally established as a professional graduate school with a single program, Business Studies, that provides management education for working adults.

(2) Establishment of the Doshisha Global MBA program (Global Business and Management Studies)

Our English-language Global MBA program was launched in 2009, joining the school's Japanese MBA program, Business Studies, which had begun in 2004. In 2014, following five successful years, the program was made an independent Global MBA program and formally renamed Master's Degree Program, Global Business and Management Studies (GBMS), with a bolstered dedicated faculty and expanded course offerings. In 2016, GBMS successfully cleared the mandatory 2-year review period required by Japan's Ministry of Education, Culture, Sports, Science & Technology (MEXT).

The schematic below shows the relationship between the Business Studies and GBMS programs.

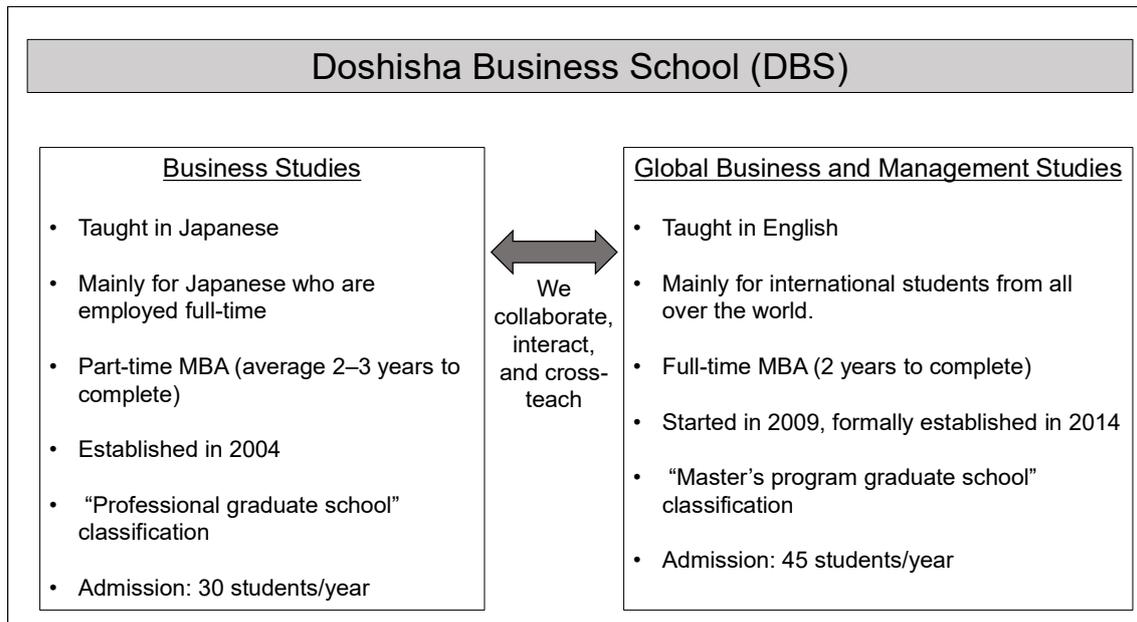


Figure 1. Doshisha Business School’s two programs: Business Studies and Global Business and Management Studies (GBMS)

Business Studies is classified as a “Professional graduate school” and GBMS is classified as a “Master’s program graduate school.” However, the two programs share the common aim of educating graduates who will assume posts that require advanced expertise in the field of management, and both programs offer an MBA degree.

III. Achievements & Goals

Principle 1: Purpose

We aim to produce students who have the capability to be future generators of sustainable value for business and society at large and who will work for an inclusive and sustainable global economy. We will incorporate into our academic activities and curricula the values of global social responsibility as embodied in international initiatives such as the United Nations Global Compact, the parent organization of PRME.

Since its formal inception in 2014, the GBMS Program has developed in the following ways:

(1) PRME

GBMS is a signatory to the Principles for Responsible Management Education (PRME), and conducts self-evaluation based on PRME criteria. GBMS is fully committed to implementing the principles of PRME, starting with those that are most relevant to our capacities and mission, to reporting on our progress to all our stakeholders, and to exchanging information on effective practices related to these Principles with other academic institutions.

(2) Beyond 'Business as Usual' (Sustainability and SDGs)

With a focus on sustainability, GBMS guides students to explore and enquire beyond the established boundaries set by established theories and practices of global business and management—that is, to look beyond 'business as usual.' With the goal of developing global-minded leaders, we encourage our students to not only master the standard MBA core subjects, but also to develop deeper insights from the program's three focus areas and hone their analytical prowess through our program's research thesis component.

Our aim is to prepare future business leaders who are willing and able to respond effectively to the emerging needs of the increasingly diverse groups of people participating in the global economy. The GBMS program offers a unique experiential MBA education to students willing to work in partnership with professors and local and multinational business leaders in exploring—and challenging—traditions and trends in global business and management.

With the introduction of Sustainable Development Goals (SDGs), our program has increased its emphasis on sustainability, applying the SDGs in various activities.

(3) People Hold the Key: Diversity and Inclusion

Since its inception, a striking feature of the Doshisha Global MBA program has been the diversity of its student body and faculty. Our students come from a wide variety of backgrounds, and during their studies will collaborate with colleagues from over 30 different countries. We welcome applications from aspiring and inspiring individuals regardless of gender, ethnicity, religion, or nationality.

(4) Collaboration (with UN Global Compact, PRME Network)

Few Japanese business schools are signatories to PRME. Yet, Global Compact Network Japan (GCNJ),

a local organization of the UN Global Compact (UNGC), has around 400 members, including Doshisha University and many large Japanese corporations. GBMS faculty and students have collaborated with numerous GCNJ activities, including the China-Japan-Korea Round Table, the SDGs Task Force, and UNGC events such as the Leaders' Summit (Side Event). As one of the few business schools in Japan with PRME membership, we will continue to contribute through our participation in Global Compact Network Japan.

Principle 2: Values

Doshisha Business School Mission:

Our mission is to produce a new generation of socially responsible business leaders capable of meeting the challenges of the business world of the 21st century.

To develop leaders who respect people and promote the growth of business organizations based on “conscience education”—a core value of Doshisha University—and the wisdom of tradition and innovation cultivated in Kyoto.

In 2019-2020, Doshisha Business School faculty members conducted vigorous discussions of our mission and values, and formally adopted the mission stated above. This school-wide mission is also the mission of the GBMS Program, which has operated under its principles since its founding.

The DBS Mission is grounded in and supported by two fundamental and distinct features of the Doshisha University and the city of Kyoto.

“Conscience education”—a direct translation of the Japanese phrase *ryōshin kyōiku*—is the principle that underpins Doshisha University’s educational philosophy. Doshisha’s founder, Joseph Neesima, at the age of 21, left Japan for the United States, and spent ten years in Western countries. During this period (1864–1873) he was strongly influenced by Christian, especially Protestant, values. He developed the belief that one can become a true human being by cultivating conscience, and that conscience can be effectively inspired through an education based on Christian principles. It appeared to Neesima that education in Japan at that time emphasized intellectual development more than cultivation of the mind. Thus, when he returned to Japan and founded Doshisha University, his educational goal was not to produce “specialists without spirit” (Max Weber), or “talented individuals

without conscience,” but to educate people who will be “the conscience of a nation.” This he called “conscience education.” He wrote, “I earnestly desire that many young people filled with conscience will be raised and sent out by our school.”

“Conscience education,” which might be alternatively translated as “education of the heart, the mind, the spirit,” includes but goes beyond the encouragement and support of ethical behavior and integrity by students, faculty, administrators, and staff. As applied to business and management, it means valuing a sound management philosophy, taking into account the effect of business decisions and actions on society, and striving to make decisions and act in ways that have a positive impact on society and the world. It is a humanistic approach to management, which is inclusive, embraces diversity, and stresses respect for the values of others.

“The wisdom of tradition and innovation cultivated in Kyoto”—another key phrase in our mission statement—has to do with the uniqueness of the city in which DBS is located. Kyoto is Japan’s ninth largest city (population 1.5 million) and its cultural heart. Kyoto was Japan’s capital for over a thousand years—until the Japanese government moved to Tokyo in 1868—and is home to hundreds of Buddhist temples, Shinto shrines, palaces, gardens, and museums. The city and surrounding area boast 17 UNESCO World Heritage sites. Kyoto is also known for advanced thinking in the areas of the humanities and sustainability. It is known for the 1997 Kyoto Protocol, an international agreement that aimed to reduce CO2 emissions and the presence of greenhouse gases in the atmosphere. In 2019 the city ranked No. 1 in Japan for adherence to the United Nations SDGs.

Building on its cultural heritage but at the same time embracing modern technology and manufacturing, Kyoto’s economy is centered around the three main pillars of (1) traditional cultural industries such as kimono weaving and dyeing, Japanese crafts, and sake brewing; (2) modern high-tech and manufacturing industries (Nintendo, Screen, Murata, Nidec, Horiba, Shimadzu, Kyocera, Omron, and Rohm are some of the major companies headquartered in Kyoto); and (3) tourism.

Kyoto’s particular history has produced a “Kyoto-style” approach to innovation that can be found in both the city’s traditional enterprises and its more modern, high-tech companies, both of which are known for high value-added and sustainable business models. Over the twelve centuries since the city was founded in the year 794, Kyoto and its people have weathered numerous wars, plagues, fires, natural disasters, and the rise and fall of political regimes. A large number of business enterprises have survived these events; Japan is home to 40% of the world’s companies that are at least 100 years old (around 140 Japanese companies have been in existence for more than 500 years), and many of these are in Kyoto. (By contrast, the average lifespan of an S&P 500 company today is less than 12 years.) Kyoto firms that have existed, and thrived, for so long have a resilience that comes from a number of inter-related factors:

- Taking a “long view”: Looking decades (or more) ahead, with the intention of handing the business over to future generations. Kyoto firms sustain their businesses by valuing their particular business philosophy and passing it down from generation to generation. This approach is manifested in Kyoto’s traditional and modern culture, and is seen in many aspects of daily life.
- Tradition and quality: Kyoto SMEs have thrived, many for centuries, by doing one thing and doing it very well. The surrounding environment changes and governments come and go, but what has sustained these companies over long periods of time is their commitment to time-tested quality.
- Innovation: The purpose of innovation is survival, not to chase trends. Innovation is necessary to adapt to changing market conditions, but Kyoto firms are cautious about swerving from their original focus, and carefully balance opportunities to innovate with maintaining tradition. In this sense, innovation is very “grounded,” and commitment to quality, maintaining tradition, and innovation go hand-in-hand. (This approach to innovation is similar to ideas espoused by Charles A. O’Reilly III and Michael L. Tushman in *Lead and Disrupt: How to Solve the Innovator’s Dilemma*.)
- Community orientation: Kyoto firms are very much embedded in the communities where they are based. Besides maintaining family ownership, they contribute in tangible ways to the welfare of the community.
- Valuing all stakeholders: To survive for generations, Kyoto firms have needed to build trusting relationships with all stakeholders: customers, suppliers, employees, and communities. Today that also includes the planet, which faces global warming and other threats. In particular, stable relationships with quality-oriented core customers, suppliers, and employees provide Kyoto firms with a competitive advantage.

We believe that the DBS Mission embodies an approach to business that is well-suited to today’s world, where change is constant and the challenges the world faces require looking and thinking generations ahead, attention to community, working across racial, national, and economic divides, and balancing tradition, change, and innovation in a way that brings long-lasting, sustainable benefits to our planet and its people.

The schematic diagram below shows how the DBS Mission is expressed in our curriculum and in our efforts to contribute to society:

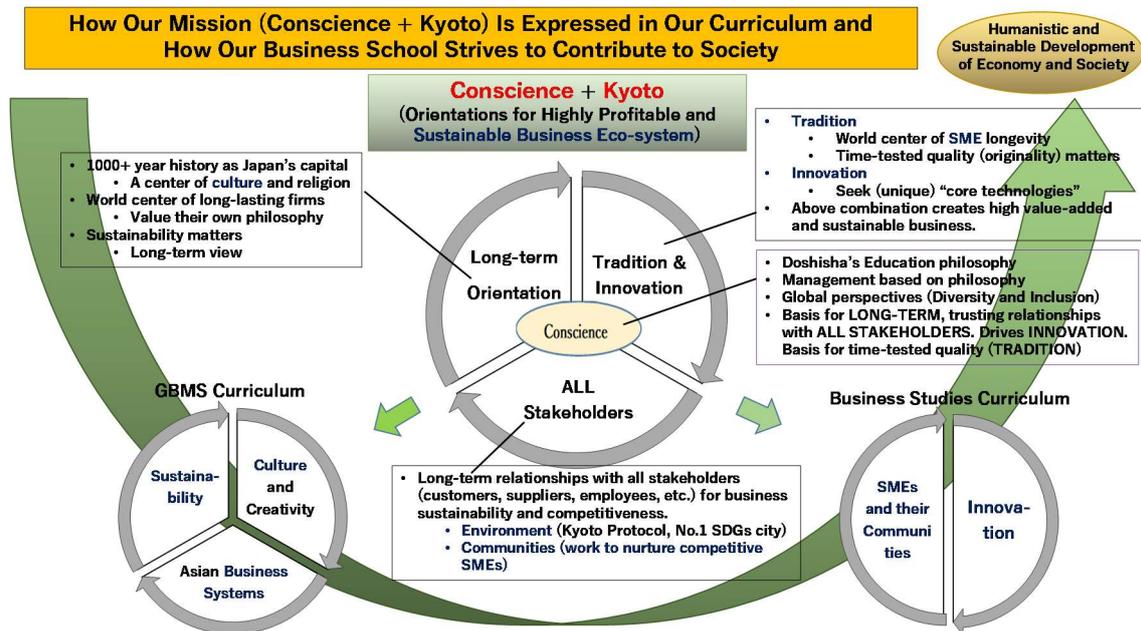


Figure 2. How our Mission (Conscience + Kyoto) is expressed in our curriculum and how DBS strives to contribute to society

Principle 3: Method

We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

We embrace sustainability (SDGs) and the triple bottom line: the idea that business organizations should strive to achieve and should be evaluated on their social, environmental, and financial performance (“people, planet, and profit”).

In a nutshell, the GBMS Program is unique in the international diversity of its student body and its focus areas of Business in Asia, Culture and Creativity, and Sustainability and Green Business. GBMS has pioneered “perspective” core courses—Business and Society in the Global Context, and Responsible Leadership in the Global Context—that directly support the DBS Mission. Furthermore, several of the courses offered in the three GBMS focus areas are unique and not found in the curricula of other business schools in Japan.

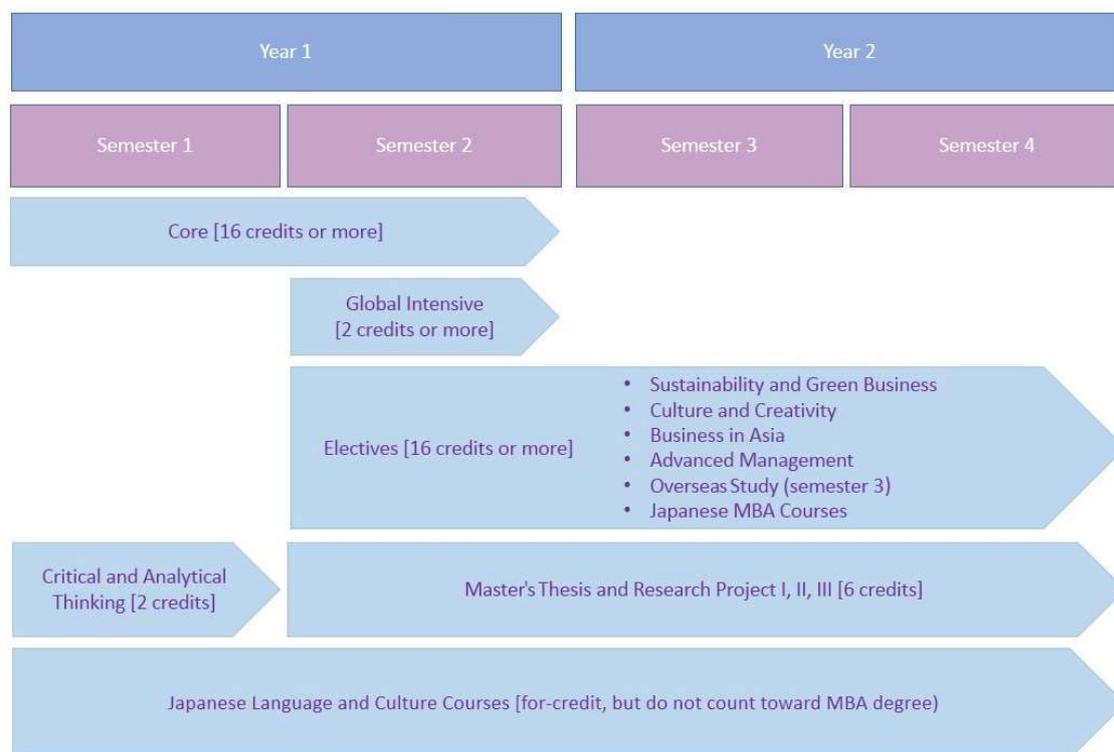


Figure 3. The GBMS Program curriculum

An overview of the GBMS curriculum can be found on our website:

<http://gmba.doshisha.ac.jp/en/curriculum/curriculum.html>

A more detailed explanation follows.

The theme of our Mission runs through our curriculum, in the form of:

- (1) Two full “Perspective” courses in the core: Business and Society in the Global Context and Responsible Leadership in the Global Context
- (2) Our three “Focus Areas”
- (3) Sustainability-focused courses
- (4) Students’ faculty-supervised Master’s Thesis and Research Projects
- (5) Diversity and a cross-cultural learning environment

To explain the above, one by one ...

(1) The two full “Perspective” courses in the core are “Business and Society in the Global Context” and “Responsible Leadership in the Global Context.”

- “Business and Society in the Global Context” aims to: 1) enable students to understand the nexus between economic, social, and environmental issues; 2) help students learn to create strategies that provide shared value amongst all stakeholders; 3) conduct deep stakeholder analysis taking a holistic approach to sustainability. By successfully completing this course students are able to: 1) analyse complex, unstructured, qualitative, and quantitative problems; 2) skillfully present issues and facilitate discussions based on their research findings; and 3) expand their business perspectives to encompass social issues.
- “Responsible Leadership in Global Context” aims to develop leaders whose aspirations, orientations, and decisions as managers will have a positive impact on sustainable growth for the global economy and the well-being of mankind. In the course, students practice numerous exercises to deepen their self-awareness. The method used is mindfulness-based emotional intelligence cultivation training, a reflection of our location in the city of Kyoto.

The GBMS curriculum also includes the following sustainability-related elective courses: Foundations for Sustainable Management, Sustainable and Responsible Marketing, Sustainable Human Resource Management, and Economics for Sustainable Development.

(2) Our three “focus areas” are shown below:

Sustainability and Green Business Courses	Culture and Creativity Courses	Business in Asia Courses
Foundations for Sustainable Management	Cultural and Creative Industries	Understanding Japanese Corporations
Green Management in Action	The Business of Japanese Pop Culture	Japanese Business Practices
Environmental Accounting	The Business of Fashion Industry	Marketing in Asia
Sustainable and Responsible Marketing	Cultural Tourism	Human Resource Management in Asia
Sustainable Human Resource Management	e-Marketing	Investment in Asia
Economics for Sustainable Development	Creativity in Organizations	Operations Management in Asia
	Creativity and Communication	

- “Sustainability and Green Business” speaks for itself. (Please see the Sustainability-focused Courses described in the following section.)

- “Culture and Creativity” includes courses on the cultural industries, including popular culture, the products and popularity of which promote understanding and appreciation of other cultures (“soft power”) and connect people across national borders. Through these courses, students develop knowledge of and sensitivity towards humanistic values, which are a foundation of sustainable development and responsible management.
- “Business in Asia” includes courses that promote cross-cultural understanding, awareness of cultural similarities and differences, and knowledge about various business practices and systems. One goal of Business in Asia courses is to introduce students to different forms of capitalism, which offer different roads to sustainable development.

“Conscience education” and “the wisdom of tradition and innovation cultivated in Kyoto”—key elements of the DBS Mission—are strongly reflected in the content of our focus area courses.

(3) Sustainability-focused Courses

The GBMS Sustainability and Green Business focus area provides students with the knowledge and skills needed to become “green” business leaders and agents of change in a world where preserving the health of our planet is the number one challenge facing humanity today. This focus area is ideal for those who are passionate about the environment, who run or plan to start a green-related business, or who aspire to help businesses and other organizations assess, strategize, plan, and implement sustainable business practices.

- Foundations for Sustainable Management
Attention on environmental management has expanded from local optimization to consideration of the entire business process, including product development, production, consumption, customer service, and post-use disposal of products. This course integrates environmental management with on-going business process management in a sustainable environment. Students are introduced to system dynamics modeling for the development of sustainable business strategies and policies, and given active training in business system and process modeling and optimization in organizations.
- Green Management in Action
In recent years, with increasing stress being put the world’s resources and our planet’s life support systems, businesses have embraced the notion that “green” is important. Demand for green management comes from various sources, including societal mandates incorporated into laws, treaties, and regulations, and fear of damage to corporate sales and reputation if

management fails to make a tangible commitment to green management. Simply increasing corporate profits is no longer enough; business managers today are expected by society to incorporate environmental concerns into their decision-making processes and to use the earth's resources wisely and responsibly.

This course first reviews the fundamentals of green management (What does it mean to be green?), and then takes up examples of businesses that have incorporated green management, examining them from the perspectives of various stakeholders, including government, scientists, and consumers. In doing this, we ask questions such as:

Can corporate profit and environmental responsibility be compatible goals?

Does green management really “pay”?

Are green management practices actually good for the environment?

- Environmental Accounting

Man-made global warming threatens human life (including by causing more frequent natural disasters) and the health of our biosphere. A paradigm shift in thinking is needed to identify, manage, and adapt to the drastic changes that can be expected as the earth's population approaches 8–9 billion people. Against this background, this course focuses on social and environmental accounting. Topics covered include the concept and principles of environmental accounting; social and environmental reporting processes and practices; and methods for making social and environmental disclosures, including Global Reporting Initiative (GRI), sustainability reporting frameworks, and evaluation of disclosures.

- Sustainable and Responsible Marketing

As the world struggles with significant social and environmental issues such as overharvesting, overconsumption, climate change, and unfair trade practices, marketers are coming under increasing scrutiny for their contribution to the proliferation of such problems. This course explores these issues within the context of global marketing strategy, and develops a new mandate for today's and tomorrow's marketing executives to contribute real and significant value to the communities and societies within which their firms operate as well as to the larger global ecosystem in which all business and market interactions take place.

The aim of the course—and the textbook used, *Building Value through Marketing, A Step-by-step Guide*—is to help students understand that marketing strategy must focus on more than just the company and its shareholders; it must also build value for customers, employees, partners, society, and the planet. We dig deeply into issues related to sustainability, looking at things like Extended Producer Responsibility and sustainability reporting frameworks such as

GRI, GIIN, SASB, and BIA. Students also undertake a final project in partnership with an actual sustainability-focused company.

- Sustainable Human Resource Management

Human resource management (HRM) in organizations often encounters conflicts and tension between a firm's profit-making behavior and workers' willingness to make efforts for the benefit of the firm. One approach to addressing such conflict is to conduct quantitative and/or qualitative analysis to identify the issues, evaluate current personnel practices, and consider alternative strategies if necessary. This class introduces the practical application of statistical tools to evaluate the sustainability of HRM using the statistical software, R. Taking various examples of sustainable HRM issues, the course teaches practical skills to carry out basic statistical analysis. The examples used are mainly Japanese HRM issues, although the fundamental framework is applicable to HRM policies in any corporate culture.

- Economics for Sustainable Development

This course introduces the concept of sustainable development; assumptions and values that underlie a free-market economy; the relationship between the economy and global issues such as the environment, climate change, poverty, and war; and examples of constructive ideas and projects that have been developed to create a more sustainable economy. The course focuses on the roles that three economic agents—government, the private sector, and consumers—play in sustainable development. Some developments in sustainable finance will be covered, and one or two field trips will be organized to observe sustainability ideas being put into practice in Kyoto.

(4) Faculty-supervised Master's Thesis and Research Projects

All students carry out a faculty-supervised research project (Master's Thesis and Research Project) in the second year of their program. Students choose their own project topics, and many are CSR or sustainability related. Some recent examples are:

- "Reducing Plastic Waste from a Café in Vietnam: How to Apply Sit-in No Single-use Plastic"
- "Mexican Female Entrepreneurs: Exploring the Drivers, Challenges and Success Factors of Different Socio-economic Women Who Start Their Own Businesses"
- "Study on the Preservation of Seychelles' Creole Culture through the Voice of the Local Community"
- "LIXIL's \$5 Toilet for Basic Human Sanitation Globally"
- "ESG Ratings, Investor Preferences and Firm Performance: Qualitative and Empirical Evidence from South Africa"

- “Estimating the Impact of Public Grants on Researcher Productivity: an Analysis of Biomedical Research in Japan, 2007 to 2017”

(5) Diversity and Cross-cultural Learning Environment

GBMS maintains a strong commitment to diversity in the classroom. Our 2018 and 2019 entry classes include students from 18 and 15 countries, respectively. The gender balance of the 2018 and 2019 entry classes are 51% male and 49% female, and 54% male and 46% female, respectively. Average full-time work experience is 3+ years.

We have several students sponsored by the Japan International Cooperation Association (JICA) and the African Business Education Initiative for Youth (ABE) Masters and Internship Program. For the past three years, our program has been allotted eight full MEXT (Japanese Ministry of Education, Culture, Sports, Science and Technology) Priority Allocation scholarships, which we have used to successfully recruit students from ASEAN and CIS countries.

The two DBS programs, Business Studies and GBMS, have separate curricula, but in order to tap potential synergies between the two programs, starting in 2017 steps have been taken to make it easier for Business Studies students to take one or two GBMS courses and for GBMS students to take some of the Business Studies courses.

DBS courses are regularly changed or added in response to the requirements of the business community and to reflect emerging demands and technologies. In 2022, two new courses, “Diversity Management” and “Conscience and Business (tentative title)” will be offered.

Principle 4: Research

We will engage in conceptual and empirical research that advances understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

Sustainability-related Faculty Research, 2018–2020/21:

Prof. Philip Sugai

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- L Wang, Z Zhang and Y Yin, "Order Acceptance and Scheduling Considering Lot-Splitting in seru Production System", IEEE International Conference on Industrial Engineering and Engineering Management (IEEM), 2019
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Prof. Hiroko Okudaira

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- Ritsu Kitagawa, Sachiko Kuroda, Hiroko Okudaira, and Hideo Owan, “Working from Home: Its Effects on Productivity and Mental Health”, *RIETI Discussion Papers*, March 2021 21-E-024.

Prof. Isabell Handler

- Handler I. (2019). Using observational method in a tourism setting – an explorative study at a religious tourism site in Taiwan, AGBM Tsukuba International Management Conference, February 8-9, 2019, Tokyo
- The project on Sustainable Tourism Event Education, in collaboration with a professor from Tsukuba University, has been concluded. The joint article has been accepted for publication by the *Journal of Hospitality & Tourism Education* in January 2021.
- Related to Sustainability and Kyoto, the voice of locals has often been neglected in tourism planning, the voice of Kyoto residents on this issue are being researched especially in context with overtourism before Covid19.

Prof. Bishnu Kumar Adhikary

- Currently working on the governance and performance of family firms in Japan. One of the papers was already published in the *Journal of Risk and Financial Management* in 2020. The paper title is “Corporate Governance and Firm Performance: A Comparative Analysis between Listed Family and

Non-Family Firms in Japan.” The long-term performance of family firms in Japan is being checked. The particular focus is on financial crisis and management strategies to ensure sustainability.

- Book Chapter: “Impact of Corporate Governance on Voluntary Web Disclosure: An Empirical Study of Bangladeshi Listed Companies.” This paper was published in Chapter 8, Contemporary Issues in South Asia, Nova Science Publishers, USA, May 2020. ISBN: 978-1-53617-643-8.
- Working with Professor Taka Sakai of the Graduate School of Science Technology and Innovation, Kobe University, a paper titled “Is the Transfer of High Technology Development Impossible for the Regional Universities in Japan? An Explorative Study” has been submitted. The paper is in the review stage in the International Journal of Technology Management.
- The research about “Ownership Concentration and Performance of Family and Non-family Firms: A Comparative Analysis Between Japan and Bangladesh” was aimed at identifying the link between ownership concentration and performance of family firms in Japan and Bangladesh. The research methodology calls for estimating the empirical relationship between firm performance, firm control variables, and the ownership concentration of the listed firms both in the short run and long run. The study required hand-collecting data of listed firms. During several visits to Bangladesh in 2018 and 2019, required data were hand-collected from the Dhaka Stock Exchange, and interviews with some business executives, academics, and bank officials were conducted. Data from the firms listed on the Tokyo Stock Exchange were also collected. Regression models were run and papers were prepared for presentation at an academic conference and to submit to the Journal of Family Business Strategy. However, the Covid-19 crisis interrupted the field visit. The literature review was completed, and employing research assistants to collect data online and checking the annual reports of the listed firms on the Dhaka Stock Exchange is planned.

Prof. Mari Iizuka

- Iizuka, M. Ed. Mindfulness in Progress: Approach towards Well-being. Sogensha: Osaka, Japan. 2018.
- Mari Iizuka, “SDGs Booming in Japanese Big Businesses: Can “SDGs” change their strategies and perspectives?” 4th SAJU Forum Conference (Pretoria University, South Africa), 2019.
- Mari Iizuka, “Y4SDGs (Videos and Webs): Connecting International Students to Japanese Business through SDGs” 4th SAJU Forum Conference (Pretoria University, South Africa) , 2019.
- Mari Iizuka, “SDGs Booming in Japanese Big Businesses: Implications to IoT, Financial and Social Innovations” Society of Open Innovation, Technology, Market & Complexity & Meijo University 2019 Conference (Meijo University, Nagoya, Japan), 2019.
- Mari Iizuka and Ashley P. Chaplin, “Kakehashi Africa, Building a Bridge between Japan and African Business: The Challenges, Opportunities and Lessons Learned”. 2nd International Conference of Japan Society of Afrasian Studies (Tokyo University, Japan), 2019.

- Mari Iizuka, "SDGs and Global Compact in Japan: Industry 4.0, ESG Investment, Social Marketing and Organization Development" Responsible Management Education Research (Global Gathering of PRME Community) Jönköping International Business School (JIBS), Jönköping, Sweden, 2019.
- Mari Iizuka "Impact of SDGs to Japanese Business: Can they ride the waves of shock?" 36th Euro Asia Management Association Conference (2019), FH Voralberg, Austria, 2019.
- Mari Iizuka "Reflecting Our Traditions: Call for the Well-being (Mindfulness, Compassion, EI, etc.) Education/Research Network among Asia Pacific Business Schools" AACSB Asia Pacific 2019 Annual Conference, Seoul, Korea, 2019.
- Mari Iizuka and Junichi Yamamoto, "From a Telework Survey under the State of Emergency: Toward a Well-Being Work Style", The 39th Conference of the Japan Association for Social and Economic Systems Studies, Japan, November 1, 2020
- Mari Iizuka and Junichi Yamamoto "Well-being at Japanese Workplace: Survey of Telework Experience Under Covid-19 State of Emergency in Japan", 2020 Annual Humanistic Management Conference, November 5, 2020
- Mari Iizuka and Junichi Yamamoto, "Telework experiences under Covid-19 Crisis: The impacts to employees' perceptions towards work-life balance, climate change, diversity, and social orientations", The 10th Annual Conference of the Japan Association for Human Security Studies, November 29, 2020
- Mari Iizuka, "Future Challenges for Universities and University Teachers ", The 26 Kyoto University FD Forum " " Can a New Model be Created for Education, Research, and Social Contribution in Universities? " February 27, 2021
- Mari Iizuka and Members of Research Center for Well-being, "Contemplating Well-being: Possibilities of Multifaceted Approach", Well-being Research 1, (ISSN: 2436-3022), 2021
- Mari Iizuka, "Going Beyond SDGs: Thinking about SDGs", United Nations Global Compact Network Japan, GCNJ SDGs Survey Report 2020, pp21-25, 2021
- Mari Iizuka, Moderator, "SDGs and Business to Overcome Coronavirus", United Nations Global Compact Network Japan the SDGs 2020 Launch Event, March 25, 2021
- Corona prevention App was created and introduced on Japan Broadcasting Corporation (NHK)
- The Survey on Well-being ways of working and telework was conducted based on a sample of more than 2000 people, and made 3 presentations at academic conferences. The investigation is continuing.
- Mari Iizuka, Moderator, "Gender equality as key to well-being: Japan's challenge", United Nations Global Compact Leaders Summit Virtual Sessions, Jun 15-16, 2021

Prof. Ming Liu

- Hiraki, Takato, Liu, Ming, "Do Global Equity Mutual Funds Exhibit Home Bias?" *Journal of Behavioral and Experimental Finance* 31 (2021)
- Prof. Ming Liu contributes to sustainability research by conducting research on financial markets. This is an important and emerging area, especially as ESG becomes a vital tool to promote global sustainability. His research includes: Stock Market Reactions to Layoff Announcements in Japan, which is very relevant in the time of Covid-19 crisis.

Prof. Junichi Kawaminami

- For sustainability, innovation is critical. These days, destructive innovation is of particular interest. Prof. Kawaminami published a book entitled "Think Disruption" (2020) in Japanese, based on his long experiences at Apple Japan and McDonald's Japan. Prof. Kawaminami continues to explore how to promote innovation and improve communication, particularly in the time of Covid-19 crisis.

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 jointly explore effective approaches to meeting these challenges.

We have been fortunate enough to welcome a number of leading executives and academics to our campus to interact with our faculty and students. The following are examples of some of these Executive Seminars that are related to CSR and the Triple Bottom Line:

2018

- April 27, 2018, "When we watch a movie, is our understanding reflected in how we watch it? Studies relating eye movements and movie comprehension"
Lecturer: Lester Loschky, Professor of Psychological Sciences, Associate Director, Cognitive & Neurobiological Approaches to Plasticity Center, Kansas State University, USA
- June 7, 2018, "Improving Hand Hygiene Process Compliance through Process Monitoring in Healthcare"
Lecturer: Chung-Li Tseng, Associate Professor of operations management at the UNSW Business School, University of New South Wales, Australia
- June 18, 2018, "IPO Seminar: Process, trends and pitfalls in accessing the capital markets"

Lecturer: Paul Thurston, Partner, Ernst & Young Capital Markets

- Dec 14, 2018, "IPO Seminar: Process, trends and pitfalls in accessing the capital markets"
Lecturer: Mr. Paul Thurston (Partner, Ernst & Young Capital Markets)

2019

- February 1, 2019, "Business of Purpose"
Lecturer: Jin Song Montesano, Executive Officer and Senior Managing Director, Public Affairs, Investor Relations, External Affairs, Corporate Responsibility, LIXIL Group Corporation; Chief Public Affairs Officer (CPAO), LIXIL Water Technology, LIXIL Group Corporation; and Senior Managing Director, Chief Public Affairs Officer (CPAO), LIXIL Corporation
- A series of seminars in collaboration with The American Chamber of Commerce in Japan (ACCJ) Kansai Chapter
 - February 22, 2019, "Essential Skills for Leaders in 2030 - Corporate Culture and Being an Intrapreneur; Innovation from Within"
Lecturer: Kei Shimada, Leader, Digital Markers Lab. CTO Team, GBS, IBM Japan
 - April 13, 2019, "Essential Skills for Leaders in 2030 - The Power of Company Culture, Emotionally Connecting with Employees"
Lecturer: Kenshin Fujiwara, CEO, Hacarus
 - May 18, 2019, "Open Innovation and The Collaborative Mindset"
Lecturer: Alexandre Nicolau, Open Innovation Manager at Suntory Holdings Ltd.
- May 17, 2019, "How to use Digital Marketing for Self-Branding and Business"
Lecturer: Sayuri Nishimoto, Digital Marketing Consultant, LinkedIn, Co-organizer, Tokyo Digital Marketers Meetup
- May 29, 2019, "Sustainable Innovation Leadership: Buzz Words or Reality?"
Lecturer: Duc Nguyen, R&I Director, Danone Japan
- December 6, 2019, "Messaging and Communications Strategy"
Lecturer: Robert Burnside, Founder and President of Leading Coach

2020

- January 29, 2020, "Customer Experience Management - The key to competitive advantage in the age of the customer"
Lecturer: Jonathan Browne, Director of Customer Experience Management Consulting, Inc.
- May 29, 2020, "Become a Startup Founder in Kyoto!"
Lecturer: Naofumi Makino, Chief Director of the JETRO Kyoto office)

Principle 6: Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

As part of our collaboration with Global Compact Network Japan (GCNJ), mentioned above, we established, at GCNJ's request, an academic network called Japan Global Compact Academic Network, or JGCAN, and have begun a series of programs and events geared towards involving our faculty and students in GCNJ. We will continue making contributions through this relationship as an influential and responsible member of the Global Compact and PRME.

Through GCNJ activities, among other networks, we facilitate collaboration among business, students, government, and educators through events, activities, and reports such as the following:

- March 23, 2018, J-GCAN Seminar "Connecting Africa and Japan through Business," in collaboration with Kakehashi, a network of African students in Japan
<https://www.doshisha.ac.jp/event/2018/0320/event-detail-2828.html>
- July 28, 2018, Global Compact China-Japan-Korea Round Table, Seoul, Korea
Youth Program (Facilitation of the youth activities)
- June 4, 2019, Global Compact Network Japan Learning Forum (an annual event of GCNJ)
"Diversity and Human Rights: Corporate Value Generated by Addressing Social Issues"
Lecturer: Mari Iizuka, Professor, Graduate School of Business; attended by 200+ members of GCNJ
- July 29, 2019, Global Compact Network Japan Public Symposium
"Poverty and inequality in Japan"
Lecturer: Toshiaki Tachibanaki, Visiting Professor, Kyoto Women's University, and Emeritus Professor, Kyoto University
Panelists: Toshiaki Tachibanaki, Tadashi Yagi (professor of economics), Mari Iizuka (Professor, Graduate School of Business)
- August 20, 2019, Global Compact China-Japan-Korea Round Table, Jinan, China
Youth Program (Facilitation of the youth activities)
- A series of 10 Conscience Education x SDGs Seminars, in collaboration with Doshisha Life Risk Research Center and Doshisha Well-being Research Center
 - Part 1

May 9, 2019 , "Impact Investing under SDGs Environment - Experiences from Peru, Chad, India, Mozambique, Turkey, Pakistan and other geographies"

Lecturer: Sujata Lamba, former director of the World Bank Group International Finance Corporation

- Part 2

May 13, 2019, "Considering the Paris Agreement and Finance in the Age of SDGs"

Lecturer: Mariko Kawaguchi, Research Director, Daiwa Institute of Research

- Part 3

May 16, 2019, "Creation of New Innovation in the Era of SDGs: Case Study of Promotion of Medical and Industrial Collaboration Project through Open Innovation with Small and Medium Enterprises in Ota-ku, and Individual Initiatives"

Lecturer: Takashi Okano, Fujitsu Digital Solution Services Division

- Part 4

June 5, 2019, "The Age of Media: Communicating Development Goals"

Lecturers: Melinda Q. De Jesus, Executive Director, Center for Media Freedom & Responsibility; Edirberto C. De Jesus, Former Secretary of Education, Philippines

- Part 5

June 13, 2019, "How to Work and Promote Projects in the Age of SDGs - Agile Development to Deliver Value in an Age of High Uncertainty"

Lecturer: Hidekazu Tanaka, Digital Front Division, Fujitsu Limited

- Part 6

June 14, 2019, "Implementation of People Management to Create Autonomous Human Resources - Efforts to Improve Employee Happiness"

Lecturer: Yoshihisa Okamoto, Technology and Business Development Division, Murata Manufacturing Co., Ltd.

- Part 7

June 17, 2019, "What is 'lasting happiness'? : Potential Contributions and Challenges of Positive Psychology in the Era of SDGs"

Lecturer: Uno Kaori, University of Tsukuba, Japan Positive Psychology Association

- Part 8

June 20, 2019, "The Circular Economy - New Economic and Social Model based on SDGs"

Lecturer: Ladeja Godina Kosir, Founder of Circular Change)

- Part 9

June 24, 2019, "Will there be a paradigm shift in biodiversity conservation?"

Lecturer: Shogoro Fujiki, Representative Director of Biome Co., Ltd.

- Part 10

July 26, 2019, "Career Support Development at Hitachi: From the Viewpoint of SDGs and Well-Being"

Lecturer: Ami Kodera, Deputy General Manager, Career Service Group, Personnel & Labor Relations Division, Hitachi, Ltd.

- Promotion of SDGs through Global Compact Network Japan (GCNJ): The progress of SDGs activities in Japanese business and among Global Compact members was researched via a survey of over 300 Japanese corporations. Analysis by GBMS Prof. Iizuka was included in the report.
- Moderation of the session "SDGs and Business to Overcome Coronavirus" at the seminar "SDGs and Business to Overcome Coronavirus", held by United Nations Global Compact Network Japan as the SDGs 2020 Launch Event on March 25, 2021. Representatives of four companies presented their SDGs programs, followed by discussion of future directions.
- Research on Diversity Management (Promotion of Women's Participation in the Workplace) in Japanese Firms. A case study of 24 best-practice firms was conducted with United Nations Global Compact Network Japan (GCNJ). The report, in Japanese, will be published in December, 2021.
- Based on the above research, a breakout session titled "Gender equality as key to well-being: Japan's challenge," was prepared for the United Nations Global Compact Leaders Summit Virtual Sessions on June 15-16, 2021, moderated by GBMS Prof. Mari Iizuka, with representatives four companies.

IV. Contact Information

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