

CICOM – GLP

~CICOM Global Leadership Program~



April - June 2012
Course Descriptions

Course Syllabuses

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* シラバス、使用ケースは変更となる場合がございます。ご了承ください。

Pre-GLP

Building Confidence in English

Overview	The CICOM Pre-GLP course, Building Confidence in English, will provide students with a variety of communication skills and strategies that can be applied to their jobs and businesses as well as to other GLP courses. Classes will focus on hands-on activities including discussions, exercises, role-plays, and case studies that will give students the necessary tools (and confidence) to communicate their ideas more effectively.									
Topics	<ul style="list-style-type: none"> • Brainstorming / Thinking Outside the Box • Organizing Ideas • Building an Argument • Sharing & Defending Ideas • Participating in Meetings • Being Assertive • Using the Case Study Method 									
In-Class	This course combines discussions with individual and group exercises and role-plays as well as business case studies. Student preparation and participation will be the keys to success. All class activities (lectures, discussions & role-plays) will be done in English.									
Pre-Class	2-3 hours per week reading and preparing for the class discussions / role-plays / cases									
Class Times	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Tuesday</td> <td style="width: 33%;">19:00-21:30</td> <td style="width: 33%;">Apr 17 - Jun 26</td> </tr> <tr> <td>Thursday</td> <td>19:00-21:30</td> <td>Apr 19 - Jun 28</td> </tr> <tr> <td>Saturday</td> <td>10:00-12:30</td> <td>Apr 21 - Jun 30</td> </tr> </table>	Tuesday	19:00-21:30	Apr 17 - Jun 26	Thursday	19:00-21:30	Apr 19 - Jun 28	Saturday	10:00-12:30	Apr 21 - Jun 30
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Instructors	<p>Terry Symonds</p> <p>*See "INSTRUCTOR PROFILE" for professional background</p>									

Week 1	<p>“Generating Ideas” Topic: Brainstorming / Thinking Outside the Box In-class Activity: <i>“The Parade”</i> exercise</p>
Week 2	<p>“Organizing Ideas” Topic: Communication Pyramid In-class Activity: <i>“Rocky Mountain Mutual”</i> exercise</p>
Week 3	<p>“Building an Argument” Topic: Inductive vs. Deductive Reasoning In-class Activity: <i>“Tulsa Factory Closure”</i> exercise</p>
Week 4	<p>“Sharing and Defending Ideas” Topic: Debating In-class Activity: <i>“Article 9”</i> role play (debate)</p>
Week 5	<p>“Participating in Meetings” Topic: Facilitating Consensus In-class Activity: <i>“PB Technologies”</i> role play</p>
Week 6	<p>“Being Assertive” Topic: Assertive Communication In-class Activity: <i>“Performance Interview”</i> role play</p>
Week 7	<p>“Using the Case Study Method” Topic: Balancing Profits & Ethics In-class Activity: <i>“Google and the Government of China”</i> case discussion / role play</p>
Week 8	<p>“Using the Case Study Method” Topic: Analyzing a Market Opportunity In-class Activity: <i>“West Lake Home Furnishings”</i> case discussion / presentation</p>
Week 9	<p>“Using the Case Study Method” Topic: Developing a Sustainable Strategy In-class Activity: <i>“Peace Winds Japan”</i> case discussion</p>
Week 10	<p>“Using the Case Study Method” Topic: Developing a Sustainable Strategy In-class Activity: <i>“Peace Winds Japan”</i> case presentation</p>

Logical Thinking

Overview	The CICOM-GLP Logical Thinking course is for those who want to improve their ability to discuss business issues in a more logical manner. The course adopts a systematic approach, utilizing various tools and frameworks to address key issues in a variety of case studies.
Topics	<ul style="list-style-type: none"> • Identifying / solving the right problem • Clarifying key issues • Utilizing logic and decision tree models • Analyzing tradeoffs • Structuring the message
In-Class	This highly interactive course features student-centered case discussions, presentations and role plays. Students will be given many opportunities to put into practice the key concepts discussed in class.
Pre-Class	2-3 hours per week reading cases and answering pre-assignment questions. Time requirements will be less at the outset but increase as the course progresses.
Class Time	Tuesday 19:00 – 21:30 Apr 17 - Jun 26 Saturday 13:00 – 15:30 Apr 21 - Jun 30
Instructors	Richard Sheehan / Tania Coke *See "INSTRUCTOR PROFILE" for professional background .

Week 1	5-Step Logical Thinking Process
Week 2	Logical Thinking Tools Class Reading: <i>“Analyzing Business Problems”</i>
Week 3	Case Study: <i>“Are Some Customers More Equal Than Others?”</i> Topic: Identifying the problem and evaluating alternatives
Week 4	Case Study: <i>“Snow Brand Milk Products: Assessing the Possibility for Revitalization”</i> Topic: Implementing organizational changes
Week 5	Case Study: <i>“Merck: Evaluating a Drug Licensing Opportunity”</i> Topic: Quantifying decisions
Week 6	Case Study: <i>“ExxonMobil and the Chad Cameroon Pipeline ”</i> Topic: Prioritizing stakeholder objectives
Week 7	Case Study: <i>“New Balance: Developing an Integrated CSR Strategy”</i> Topic: Making recommendations
Week 8	Case Study: <i>“P&G Japan: the SK-II Globalization Project”</i> Topic: Establishing decision criteria
Week 9	Case Study: <i>“”Revitalizing Dell”</i> Topic: Applying the 5-Step Logical Thinking Process
Week 10	Final Presentations / Course Wrap-up

Marketing

Overview	The CICOM-GLP Marketing will provide students with a basic understanding and appreciation of the Marketing function. The class will explore key elements of the Marketing process and apply them to a variety of business situations. The focus of the class will be on the students, allowing them to practice their English skills through case discussions and presentations.
Topics	<ul style="list-style-type: none"> • Market Analysis & Research • Target Marketing / Product Positioning • The Marketing Mix (4 P's) • Product Launch Strategies • Customer Relationship Management • Social Media Marketing • Emerging Markets • Luxury Branding
In-Class	This course combines lectures (first two weeks) with case discussions and group presentations (weeks 3-9), culminating in a final presentation in week 10. Student preparation (before class) and participation (during class) will be the keys to success. All activities (lectures, discussions & presentations) in class will be conducted in English.
Pre-Class	2-3 hours per week reading and preparing for the case discussions.
Class Time	Thursday 19:00 – 21:30 Apr 19 – Jun 28
Instructor	Caroline Tan *See "INSTRUCTOR PROFILE" for professional background data

Week 1	Marketing Framework Market Analysis / Target Marketing
Week 2	Marketing Framework The Marketing Mix (4 P's) / Customer Relationship Management (CRM)
Week 3	Case Study: <i>"Mobile Language Learning: Praxis Makes Perfect in China"</i> Topic: Differentiating through Technology
Week 4	Case Study: <i>"Tata Nano: The People's Car"</i> Topic: Product Launch Strategies
Week 5	Case Study: <i>"Dell Outlet: How Dell Clears Inventory through Twitter" & "Amplifying Perceptions: How JetBlue Uses Twitter to Drive Engagement and Satisfaction"</i> Topic: Social Media Marketing
Week 6	Case Study: <i>"Communispace"</i> Topic: Building Online Communities
Week 7	Case Study: <i>"Super Shampoo Products and the Indian Mass Market"</i> Topic: Emerging Markets
Week 8	Case Study: <i>"Best Buy: Dual Branding in China"</i> Topic: Dual Branding Strategies
Week 9	Case Study: <i>"Louis Vuitton in Japan"</i> Topic: Luxury Branding
Week 10	Final Presentations / Course Wrap-up Students to analyze the marketing strategy of a specific product or brand.

Finance

Overview	The CICOM Finance course is for those who want to improve their ability to discuss financial-related topics in a business situation and understand how to assess the financial health of a company. Case studies will be used as the basis for exploration and discussion of key financial issues. By the end of the course, students should feel more comfortable looking at financial statements and presenting their opinions on them.
Topics	<ul style="list-style-type: none"> • Balance Sheet, Income Statement & Cash Flow Statement • DuPont (Ratio) Analysis • Company / Industry Analysis • Discounted Cash Flows / Cost of Capital
In-Class	This interactive course features student-centered activities based around case discussions, presentations and role-plays. Students will be given many opportunities to practice and improve their communication skills.
Pre-Class	2-3hours per week preparation will be the norm: completing exercises, reading cases, and answering pre-assigned questions. The time requirements will be less at the beginning of the course but will increase once case studies are introduced.
Class Time	Wednesday 19:00 - 21:30 Apr 18– Jun 27
Instructor	Richard Sheehan *See "INSTRUCTOR PROFILE" for professional background data.

Week1	Balance Sheet / Income Statement Manual p. 2-14
Week2	Cash Flow Statement / DuPont Analysis Manual: p. 15-28
Week3	Case Study: <i>“Financial Statement Analysis: Identify the Industry”</i> Topics: Common-size Financial Statements / Ratio Analysis
Week4	Case Study: <i>“California Choppers”</i> Topics: Use and Calculation of Ratios
Week5	Case Study: <i>“Home Store inc”</i> Topics: Financing Options / Working Capital
Week6	Case Study: <i>“Dell Inc. in 2009”</i> Topics: Investment Strategy / Financial Ratio Analysis
Week7	Case Study: <i>“Costco Wholesale: Financial Statement Analysis (A)”</i> Topics: Benchmarking Ratios
Week8	Case Study: <i>“Costco Wholesale: Financial Statement Analysis (B)”</i> Topics: Financial Projections / Discounted Cash Flows
Week9	Case Study: <i>“FedEx Corp vs. United Parcel Service: Who Will Deliver Results from China?”</i> Topics: Comparative Analysis
Week10	Final Presentation / Course Wrap-up Each student will choose a company to analyze.

Strategy

Overview	The CICOM-GLP Strategy course is for those who want to improve their ability to choose the best strategy to solve problems and take advantage of new opportunities. Course emphasizes strategic concepts and overviews finance and marketing. Case studies used as the basis for exploration and discussion of strategy issues. By the end of the course, students will be more skilled in analyzing business situations and presenting their recommendations about the best strategy selection, given the context.
Topics	<p>BASIC SKILL BUILDING (2 sessions)</p> <ul style="list-style-type: none"> • Basic strategy framework (Where now, where to go, how to get there) • Stakeholder priorities, Vision/mission, • Situation analysis – SWOT / 3C's (Company, customers, competitors) • Situation analysis – STEEP / PEST context analyses • Situation analysis – Industry (Porter's Five Forces) / Lifecycle analysis • Value chain positioning / Business –Revenue models • Comparative advantage / TOWS matrix • Growth options and strategies (Differentiation / Low cost) • Portfolio matrix and corporate strategy <p>Case Discussion, Presentations, Role Plays (8 sessions)</p> <ul style="list-style-type: none"> • Applying strategy concepts in the real world • Introduction to finance, marketing & competitive strategy • Final week presentation project pulls-it-all together (Week 10) <p><i>Cases: Starbucks Japan, Sony Corporation, NTT Docomo, Dell/Lenovo , Southwest Airlines, Wal Mart , Thomson</i></p>
In-Class	Interactive course combines short lectures with practical in-class activities and business cases. Classes end with team projects/presentations.
Pre-Class	2-3 hours per week preparation: reading cases, answering pre-assigned questions. The time requirements will be less at the beginning of the course and will increase once case studies are introduced.
Class Time	Saturday 13:00 – 15:30 Apr 21 – Jun 30
Instructor	Nigel Denscombe *See "INSTRUCTOR PROFILE" for professional background data.

Week1	BASIC SKILL BUILDING – PART 1 Strategy framework, goals/stakeholders, SWOT/3C's, STEEP/Industry matrix *Strategy team exercise (In-class hand-out)
Week2	BASIC SKILL BUILDING – PART 2 Value chain, business model, growth options, generic strategies, TOWS *Strategy team exercise (In-class handout)
Week3	Case Study: <i>“CEO Stringer at Sony: Delivering American results for a Japanese co.”</i> Topics: Strategy framework, corporate strategy, portfolio matrix, growth
Week4	Case Study: <i>“Starbucks in Japan – The Growth Strategies”</i> Topics: Competitive advantage, business model, growth options / priorities
Week5	Case Study: <i>“NTT DoCoMo – Beyond iMODE and FOMA”</i> Topics: Sustainable advantage, technology innovation, value chain position
Week6	Case Study: <i>“Dell vs. Lenovo – Competitive strategies in China”</i> Topics: Globalization, competitive advantage, business model, new market
Week7	Case Study: <i>“Southwest Airlines 2008”</i> Topics: Competitive advantage, low cost business model, new market
Week8	Case Study: <i>“Wal-mart in Japan – Survival and future of its Japan business”</i> Topics: Competitive advantage, new market, Japan localization, positioning
Week9	Case Study: <i>“Transformation of Thomson (France)”</i> Topics: Portfolio matrix, corporate strategy, vision / mission, value creation
Week10	FINAL TEAM PRESENTATION Company to be determined

Organization Management

Overview	The CICOM-GLP Organization Management course is based on the premise that people are key to the performance of an organization. It explores how to bring about peak performance at the level of the individual, the team and the organization. By attending this course participants will gain the skills and insights to become more effective as individuals, as team members and as leaders. Specific skills that will be developed include self-awareness, listening, team-working and collaboration. The course covers basic principles of people management and organization design, as well as current issues relevant to a globalizing business environment.
Topics	<ul style="list-style-type: none"> •Interpersonal skills •Setting Objectives •Performance Management/Giving Feedback •Conflict Management •Coaching •Team Leadership & Communication •Teamworking •Diversity •Organization Design
In-Class	This course is based on case stories and the application of theory to real work situations. Highly interactive, students will be expected to actively participate and develop their communication skills in discussions and role plays.
Pre-Class	2-3 hours per week preparation will be the norm. This time will be spent in reading and case preparation. Actual preparation time will vary from week to week.
Class Time	Saturday 10:00 – 12:30 April 21 – June 30
Instructor	Tania Coke *See “INSTRUCTOR PROFILE” for professional background data.

Week1	Overview of Organization Management Theory & Practice
Week2	Team Leadership and Communication Case: <i>"The three hour tour"</i>
Week3	Teamwork Reading: Team Life Cycle Discussion /Teamworking exercise
Week4	Setting Objectives HBR Article: <i>"Management by Whose Objectives?"</i> Theory X & Y Worksheet Discussion & simulation
Week5	Performance Management & Appraisal Case: <i>"Citibank: Performance Evaluation"</i> Role play: Performance Appraisal
Week6	Conflict Management Mediation and Alternative Dispute Resolution (ADR) Case: <i>"Amanda"</i> role play
Week7	Organization Design Case: <i>"Procter & Gamble Organization 2005"</i> Discussion & simulation
Week8	Diversity Management Case: <i>"Diversity as Strategy"</i> Discussion & simulation
Week9	Coaching/Mentoring Active Inquiry Model Role play: <i>The Coaching Exercise</i>
Week10	Final presentations of student selected topics

Instructor Profile

Richard Sheehan

Richard came to CICOM BRAINS in 1998 and over the years has taught a wide range of courses, including Strategy, Marketing, Finance, Logical Thinking and Leadership Communication & Development. Currently, he serves as Program Director of CICOM BRAINS, managing the open GLP (Global Leadership Program) school, as well as conducting in-house corporate training for many of the leading Japanese and multinational companies. He also has provided leadership and executive coaching to key managers at major global firms, and lectures at Saitama National University on business-related topics. Richard has appeared as a guest lecturer on NHK TV's "Eigo Business World" and co-authored "Learning MBA Basics in English" (over 50,000 copies sold) as well as "The Practical MBA: for Business and Classroom Use". Prior to joining CICOM, Richard worked as the Business Development Manager for Multimedia Learning Systems, an educational software company based in Tokyo, where he developed sales channels and 3rd party licenses throughout Asia. He also worked for the US-based Texas Commerce Bank in credit analysis / loan restructuring as well as for the Texas Society of CPAs, setting up in-house training programs. Richard received both his BBA (with honors) and MBA from the University of Texas, majoring in finance and marketing.

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COURSES:

Logical Thinking

Saturday 13:00-15:30

Finance

Wednesday 19:00-21:30

Instructor Profile

Terry Symonds

Terry has 15 years of experience training business people. He is a specialist in designing and teaching presentation, negotiation, meeting, writing, and cross-cultural communication skills. Terry has co-authored two books: *Strategic Business Writing* (DHC, Amazon Books, 2006), and *Strategic English Presentation* (DHC, Amazon Books, 2004). He has also contributed various articles for NHK's Business Leaders booklets. Formerly a Program Director for CICOM, Terry now focuses on writing and teaching business communication skills seminars. Terry holds a Bachelor of Education from Exeter University, England, and a Cambridge RSA from Stanton School of English, London. Before coming to Japan, he worked at the Royal Bank of Scotland, where he was responsible for client accounts in the Stocks and Shares Division.

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COURSES:

Pre-GLP Building Confidence in English

Tuesday & Thursday 19:00 – 21:30

Saturday 10:00-12:30

Instructor Profile

Caroline Tan

Caroline has assumed managerial positions in supply chain management, procurement and ERP deployment and management within European and US multinationals, including Agilent Technologies, a spin-off from Hewlett Packard, as Procurement Manager, as well as a managerial role within the ERP department. She led the successful set-up as well as managed Agilent Technology's International Procurement Office (IPO) operations in Asia. She then joined Teleplan NV, where she managed both logistics and materials operations and partnerships for eight APAC offices including Australia, Vietnam, China and India. Caroline holds an MBA from the University of Portsmouth and is in the midst of completing her PhD in marketing at Keio University under the 'Monbukagakusho' scholarship. Whilst pursuing her doctorate, she has been engaged in business English training in Japan as well as taught marketing at Keio University.

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COURSE:

Marketing

Thursday 19:00-21:30

Instructor Profiles

Nigel Denscombe

Nigel was one of three founding members of the original CICOM management team (1996), and served as a director until 2001. Still active as a CICOM BRAINS *educator*, he designs and teaches executive, management and leadership programs. Nigel is focused on *real world* management skill building for global-oriented business professionals. Nigel is also President/CEO of Denscombe Corporation (*denscombe.co.jp*), a New York and Tokyo firm established in 2001 for management consulting, HR training, and new venture advising/investing. *Denscombe.co.jp* is strategically aligned with Waseda University, where Nigel teaches in a *Japan market* management program financed by the EU.

Before shifting his attention to Japan, Nigel had an extensive business background in the US and Europe, focused on financial services and corporate strategy. Most recently he was President/CEO of "*Denscombe & Co, Inc.*", a New York *merchant banking* boutique focused on small/mid-sized corporate restructurings and M&A business. Before that, Nigel was Managing Director heading-up Bank of America's Los Angeles investment banking office. Earlier, Nigel was an Assistant Vice President (Capital Markets/Strategic Planning) in NY at Bankers Trust Company (Now Deutsche Bank).

Nigel received both his AB and MBA education at Harvard University, and worked between his degrees in Europe (London/Paris) for Avon Corporation. He also studied Entertainment Studies at UCLA after his MBA. Nigel is a dual USA and UK citizen, born and raised in the UK, and has resided mostly in Japan since the 1990s.

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COURSE:

Strategy

Saturday 13:00-15:30

Instructor Profile

Tania Coke

Tania spent the first half of her career as a management consultant with UK-based Burlington Consultants (now part of Deloitte), where she carried out commercial due diligence as well as strategy and organisational consulting, working out of London, Paris and Cape Town. One of her responsibilities at Burlington was to set up a Joint Venture with Andrew Campbell and Michael Gould of the Ashridge Strategic Management School, focusing on organisation design and effectiveness. During this time, she discovered a passion for the people side of business, and began to specialise in communication and leadership. She then spent seven years as a freelance mediator and communications trainer in the corporate and community sectors. She also helped to set up and facilitate The Bee School, a leadership training programme for aspiring change-makers, working alongside founder (and Nobel Peace Prize nominee) Dr Scilla Elworthy. Since moving to Tokyo in November 2010, she has been carrying out communications and leadership training with CICOM-BRAINS and for global organisations in the banking, telecoms and manufacturing sectors. Alongside her corporate work, Tania is a performer and teacher of Corporeal Mime, a stylised physical theatre-form. She holds a BA (Hons) in Philosophy, Politics and Economics from Oxford University, and a Diploma and Post-Graduate Degree from the International School of Corporeal Mime (London).

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COURSE:

Logical Thinking

Tuesday 19:00-21:30

Organization Management

Saturday 10:00-12:30