

Section 3

Graduate School of Management

GSM

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3-1. Outline of the Master's Degree Program

Degree Program

The degree program offered in the Graduate School of Management is as follows:

Degree type	Major	Degree Awarded on Completion
MBA	Management	Master of Business Administration

Graduate School of Management - Structure and Outline

1) Policy for Curriculum Structure

In light of the educational objectives stipulated in the University Regulations, the Graduate School of Management is composed of four Specializations—Japanese Management, Accounting and Finance, Marketing and Management and Innovation and Operations Management—each with its own curriculum.

Required Subjects are offered to provide students with basic research skills and a fundamental knowledge of management, and students will receive further knowledge of their specializations by taking Elective Subjects offered by each specialization. In addition to these lecture subjects, students receive individual research supervision in the Seminars.

a) Japanese Management (JM)

The Japanese Management (JM) specialization focuses on the philosophy and practices of Japanese corporations. Japan is the first Asian country that successfully industrialized supported by its world class corporations. Japanese corporations with their emphases on quality, innovation, customer service, unique style of human resource management and stakeholder model of governance provide an alternative to that of the shareholder model practiced mostly in the English speaking countries including the USA. This specialization focuses on cases of success and failure of Japanese corporations and provides a model of corporate management in the Asia Pacific Region.

b) Accounting and Finance (AF)

The Accounting and Finance (AF) specialization discusses theories and concepts of corporate finance, financial engineering and financial institutions, financial accounting and managerial accounting providing students with skills to understand and interpret financial and accounting information. The aim of the specialization is to provide students with tools in the areas of accounting and finance to formulate strategies, design control systems and evaluate the impact of cooperate strategies on various stakeholders.

c) Marketing and Management (MM)

The Marketing and Management (MM) specialization focuses on understanding and managing the human dimensions of organizations. For business organizations, some of the most important stakeholders are managers, employees and customers. Their decisions and actions are guided by a whole range of factors, from very 'rational' aspects to subjective perceptions, emotions and (moral) values. Thus, market conditions are in constant flux that necessitate adaptation as well as provide opportunities for creating new market and social values. Consequently, this specialization emphasizes the need of organizations to develop multi-dimensional and differentiated strategies, and sustainable competences and capabilities not only to cope with the changing business environment but also to lead innovatively and responsibly.

d) Innovation and Operations Management (IOM)

The Innovation and Operations Management (IOM) specialization focuses on production planning, flexibility in production management, inventory management, quality management, management of supply chain and the impact of information technology on the whole process of production. Another focus of this specialization is management of product development, role of entrepreneurship from the perspective of technology. This specialization also addresses such a question as why some countries are more innovative than others.

2) Policy for Curriculum Implementation

In their coursework, students will gain a solid understanding of research methods and a basic knowledge of management, upon which they will pursue subjects primarily in their respective specializations. They may also take subjects from the other specializations.

Based on their individual research topics, students will receive research supervision and work on a final written assignment in the seminars.

Conferral of Degrees

The GSM Faculty Council will review each student's credit record and results of the Research Project examinations. The reviewed results will be presented to the Higher Degrees Committee for approval. Following approval by the Higher Degrees Committee, the president will confer the Master's Degree.

Rescindment of Degrees

If it is found that a graduate has obtained their degree through improper means, or if the recipient has done anything to damage the University's reputation, the President may decide to rescind (cancel) a degree previously granted.

3-2. Completion Requirements and Credit Registration Limits

Basic Requirements for Completion

Students will be qualified for the degree upon successful completion of the following requirements:

1. **Period of Enrollment:** In principle, a student must be enrolled as a regular, full-time student in the Master's Program for 2 years. However, the degree may also be granted to outstanding students (see p. 87) in less than two years. In this case, the minimum period of full-time enrollment is 1.5 years.
2. **Credit Requirements:** Students are required to earn 44 credits or more which must include all credits from Required Subjects and Seminars and 8 credits from Elective Subjects to complete the program.
3. **Research Project (Master's Thesis / Independent Final Report / Internship-based Case Study) Requirements:** All students must complete an extended piece of writing (Research Project), which presents the findings and conclusions of their individual research. GSM students may choose between 3 types of Research Projects: Master's Thesis, Independent Final Report or Internship-based Case Study. All Research Projects must be approved in accordance with the University's examination procedures. For further details on requirements and examination procedures, see Section "3-5. Research Projects".

Credit Requirements for Completion

Students must acquire at least 44 credits for program completion. In addition to the designated minimum number of credits from Required Subjects (22 credits), Elective Subjects (8 credits) and Seminars (6 credits), students must complete at least additional 8 credits from any of the subject categories listed below. For more information on evaluation procedures, standards, etc. see Section "5-2. Operation of Classes".

The GSM Subject List can be found on p. 50.

Subject Category	Minimum Required Credits	Credit Rules
Required Subjects	22	—
Elective Subjects	8 or more	Students should register for subjects related to their chosen Specialization*. Any credits earned from Elective Subjects exceeding the minimum required credits of 8 will count towards the credits required for program completion.
Seminars	6	—
Core Related Subjects	—	Credits earned from Core Related Subjects will count towards the credits required for program completion **
TOTAL	44 or more	*See below for a list of Specializations. **Subjects from the Graduate School of Asia Pacific Studies will also be counted towards the 44-Credit Requirement for Program Completion.

Specializations Requirements

Students may specialize in one of the four fields below. Completion of 1) **at least 4 Elective Subjects** (8 credits) and 2) **a supervisor affiliated to one of these fields** is necessary to obtain a Specialization. Students may also choose to complete the MBA degree without Specialization. In addition to satisfying the specialization requirements, students who completed at least 4 Elective Subjects (8 credits) from Japanese Management can apply for a Double Specialization.

Specialization
Japanese Management (JM)
Accounting and Finance (AF)
Marketing and Management (MM)
Innovation and Operations Management (IOM)

Possible Double Specializations
Japanese Management (JM) ⇔ Accounting and Finance (AF)
Japanese Management (JM) ⇔ Marketing and Management (MM)
Japanese Management (JM) ⇔ Innovation and Operations Management (IOM)

Credit Limits

GSM Model Registration – it is recommended that students register for courses as shown below.

	Maximum Credit Limit	2-year Standard Completion	1.5-year Accelerated Completion
1st Semester	22	16	16
2nd Semester	22	12	18
3rd Semester	22	10	10
4th Semester	22	6	—

Note: 1. Students will not be penalized or charged extra fees for earning more than 44 credits.

2. Upon acquisition of 44 credits and the fulfillment of all graduation requirements, students will be awarded a Master's degree.

Students may not register for additional subjects after completing all graduation requirements.

Graduate School of Management (GSM) Subject List

			Requirement	Subjects
Required Subjects		Analytical Foundations	22 Credits	Quantitative Analysis and Statistics
		Core Business Fundamentals		Managerial Economics
				Marketing
				Finance
				Leadership and Organization Behavior
Technology Management				
Business Ethics				
International Management				
Accounting				
Theories of Institutions				
Capstone	Strategic Management			
Elective Subjects	Specialization	Japanese Management	8 Credits or more	Financial Institutions and Markets
				Management in Asia and Japan
				Japanese Corporations and Asia Pacific
				Management of Japanese Family Business
				Quality and Operations Management
				Hospitality Management
		Accounting and Finance		Financial Institutions and Markets
				Financial Accounting
				Corporate Finance
				Financial Engineering and Risk Management
				Managerial Accounting
				Management in Asia and Japan
		Marketing and Management		Management of Japanese Family Business
				Hospitality Management
				Human Resource Management
				Product Development Strategy
				Marketing Strategy
				Marketing Research
		Innovation and Operations Management		Quality and Operations Management
				Information Technology Management
				Supply Chain Management
				Entrepreneurship and New Business
				National Innovation Systems
				Project Management
Seminars		6 Credits	Management Seminar I	
			Management Seminar II	
			Management Seminar III	
Core Related Subjects	Core Related Subjects	—	Decision Making under Uncertainty	
			Management Information Systems	
			Database Management	
			Advanced Research Methods	
	Japanese Language Subjects		Japanese for Communication I	
			Japanese for Communication II	
			Japanese for Communication III	
			Japanese for Communication IV	
			Total: 44 Credits or more	Any credits earned exceeding the minimum requirement for any of the above Subjects Categories as well as credits from subjects in the Graduate School of Asia Pacific Studies (GSA) will also count towards the 44-Credit Requirement for Program Completion .

Note 1: Some Elective Subject may require completion of a Required Subject before taking that particular Elective Subject. Please read the course syllabus for details.

Note 2: All subjects are awarded 2 credits upon completion.

Subject Code	Subject Category	Specialization / Field	Subject Name	Credits
052010	Required Subjects	Analytical Foundations	Quantitative Analysis and Statistics	2
052020			Managerial Economics	2
052040		Core Business Fundamentals	Marketing	2
052050			Finance	2
052074			Leadership and Organization Behavior	2
052094			Technology Management	2
062024			Business Ethics	2
062130			International Management	2
062144			Accounting	2
062154			Theories of Institutions	2
052060		Capstone	Strategic Management	2
062080		Elective Subjects	JM / AF	Financial Institutions and Markets
062170	JM / MM		Management in Asia and Japan	2
062184	JM		Japanese Corporations and Asia Pacific	2
062194	JM / MM		Management of Japanese Family Business	2
062204	JM / IOM		Quality and Operations Management	2
062214	JM / MM		Hospitality Management	2
052084	AF		Financial Accounting	2
062060			Corporate Finance	2
062070			Financial Engineering and Risk Management	2
062120			Managerial Accounting	2
062124			Special Studies (Accounting and Finance)*	2
062030	MM		Human Resource Management	2
062140			Product Development Strategy	2
062150			Marketing Strategy	2
062160			Marketing Research	2
062164			Special Studies (Marketing and Management)*	2
062230	IOM		Information Technology Management	2
062231			Supply Chain Management	2
062232			Entrepreneurship and New Business	2
062301			National Innovation Systems	2
062303			Project Management	2
062314			Special Studies (Innovation and Operations Management)*	2
062324			Special Studies (Management)*	2
072070	Seminars		Management Seminar I	2
072071			Management Seminar II	2
072072			Management Seminar III	2
061534	Core Related Subjects		Decision Making Under Uncertainty	2
062404			Management Information Systems	2
062504			Database Management	2
062604			Advanced Research Methods	2
066054		Japanese Language Subjects	Japanese for Communication I	2
066064			Japanese for Communication II	2
066074			Japanese for Communication III	2
066084			Japanese for Communication IV	2
066034	Optional Subjects		Survival Japanese I	2
066044			Survival Japanese II	2
066094			Special Studies (Japanese)*	2

* These are irregular subjects and are not frequently offered.

GSM Curriculum Alignment Matrix (All Specializations)

The Curriculum Alignment Matrix (CAM) is a list that enables students to overview their own expected learning for each course in the broader context of the GSM's Master's program. It has been developed for the purposes of "Assurance of Learning" - a process which involves assessing how sufficiently the academic missions stated by a university, its undergraduate college and graduate school are achieved and also improving student's learning according to the assessment results.

Listed in the upper columns of the CAM are the four learning goals and several learning objectives aligned with each learning goal. They were both developed in accordance with the Declaration on the Occasion of the Opening of APU and the GSM Mission. The learning goals indicate the ideal conditions that APU's expects GSM Master's program students to achieve by the time they complete their degrees. The learning objective further clarify more specific abilities that the APU business unit (APM / GSM) expects students to acquire.

GSM's Master's program as a whole assures that all students are exposed to and have accomplished all the learning objectives through both required and elective subjects in two years.

Learning Goal		1) Business Ethics		2) Advanced Knowledge of Discipline				3) Sense of Innovation		4) Global Perspectives	
Specialization / Classification	Learning Objective	a. To formulate practical resolutions of an ethical dilemma using an ethics model or framework.	b. To evaluate ethical implications of contemporary business issues.	a. To demonstrate understanding of advanced business concepts in a specialized field.	b. To apply advanced analytical tools (qualitative and / or quantitative) to examine business problems.	c. To integrate functional knowledge for developing business solutions.	d. To demonstrate an advanced level of writing and presentation skills.	a. To identify the opportunities and challenges of innovation in a business setting.	b. To design innovative business and / or research projects.	a. To reconcile between academic theories and practices in international business.	b. To evaluate the managerial impact of global issues
	Subject										
Analytical Foundations	Quantitative Analysis and Statistics				○						
	Managerial Economics		○	○	○	○	○	○		○	○
Core Business Fundamentals	Marketing			○			○		○		
	Finance			○	○	○				○	
	Leadership and Organizational Behavior	○	○	○	○		○				
	Technology Management			○	○	○	○	○	○	○	○
	Business Ethics	○	○								
	International Management									○	○
	Accounting			○	○	○					
	Theories of Institutions	○		○	○	○	○	○		○	○
Capstone	Strategic Management				○	○	○				
Japanese Management / Accounting and Finance	Financial Institutions and Markets			○	○	○	○			○	
Japanese Management / Marketing and Management	Management in Asia and Japan									○	○
Japanese Management	Japanese Corporations and Asia Pacific		○			○				○	○
Japanese Management / Marketing and Management	Management of Japanese Family Business				○	○					
Japanese Management / Innovation and Operations Management	Quality and Operations Management			○	○						○
Japanese Management / Marketing and Management	Hospitality Management			○	○	○					
Accounting and Finance	Financial Accounting		○	○	○	○			○	○	
	Corporate Finance				○		○			○	
	Financial Engineering and Risk Management			○	○		○				
	Managerial Accounting		○	○	○	○			○		○
Marketing and Management	Human Resource Management	○	○	○	○	○	○	○		○	○
	Product Development Strategy			○	○			○	○		
	Marketing Strategy					○	○		○		
Innovation and Operations Management	Marketing Research			○		○				○	
	Information Technology Management			○	○		○				
	Supply Chain Management			○	○			○			
	Entrepreneurship and New Business	○			○		○	○	○		
	National Innovation Systems			○			○	○			
	Project Management				○	○				○	

Note: Minor changes may be made by instructors. Please check the syllabus.

3-3. Reference Information on GSM Subjects

Required Subjects

Required Subjects provide a comprehensive set of skills and knowledge so that students are able to move seamlessly into specialized studies. Required Subjects are further divided into 3 categories: Analytical Foundations, Core Business Fundamentals and Capstone.

1. Analytical Foundations provide qualitative and quantitative tools to analyze, understand and apply to actual business situations.
2. Core Business Fundamentals include courses that spread across all the major areas of business.
3. Capstone help students integrate all the functional knowledge to develop effective strategies to deal with actual business situations.

Advanced Research Methods

“Advanced Research Methods” is a Core Related Subject aimed at guiding students how to design their research. All GSM students, particularly those planning to write a Master’s Thesis, are strongly recommended to take this subject while in their 2nd or 3rd semester of enrollment. The subject is worth 2 credits and will count towards the credits required for program completion.

Strategic Management (Capstone)

All students, regardless of their completion program, must take the “Strategic Management” subject in their 3rd semester of enrollment or later.

Prerequisite Subjects

Prerequisite subjects are subjects which students are requested to complete before taking other specified subjects and are set to encourage the systematic study of material in GSM.

Prerequisite Subjects	Subjects with Prerequisites
[R] Marketing	[E] Marketing Strategy
	[E] Product Development Strategy
	[E] Marketing Research
[R] Accounting	[R] Finance
	[E] Managerial Accounting
	[E] Financial Accounting
	[E] Corporate Finance
[R] Finance	[E] Corporate Finance
	[E] Financial Engineering and Risk Management
[R] Quantitative Analysis and Statistics	[E] Financial Engineering and Risk Management

[R]: Required Subject

[E]: Elective Subject

3-4. Seminars

Purpose of Seminars

The Seminars must help develop an inquiring mind in students and inform them that issues, research questions or hypotheses that they address need substantiation based on evidence and argument. They should train students about the method of collecting, synthesizing and drawing defensible conclusions based on data.

Operation of Seminars

All students must register for Seminars in accordance with their length of study, semester of enrollment, supervisor, etc. as designated in the chart below. The Seminars are designed to assist students their individual research, leading to the production of the Master's Thesis, Independent Final Report or Internship-based Case Study. Seminars' subject titles are Management Seminar I, II and III and completion of all three seminar subjects is required for program completion.

Seminar Registration Schedule

Program Length	1st Semester	2nd Semester	3rd Semester	4th Semester
2-year Standard Completion	—	Management Seminar I	Management Seminar II	Management Seminar III
1.5-year Accelerated Completion	Management Seminar I	Management Seminar II	Management Seminar III	Program Completion

***Note:** Please carefully read the detailed seminar registration flow on the following page.

Choosing a Seminar Supervisor

Students should choose a supervisor from within their Specialization and report selection of supervisors by the deadline set for their completion program. Students enrolled in the Standard Completion Program should report selection of supervisors during the 1st semester of enrollment while students enrolled in the Accelerated Completion Program should choose their supervisors soon after the classes of the 1st semester begin.

After the selection of a supervisor is approved, students must register for their chosen supervisor's seminar subjects in the designated periods. To help first semester students select their seminar supervisor, a Seminar Orientation is held during Quarter 1 of each semester to provide details about the structure of the seminars, characteristics of Research Projects, and tips on how to search / select a supervisor. Details about the orientation session are separately announced at the beginning of every semester.

Note: Students planning to apply for accelerated program completion should consult the Academic Office regarding selection of seminar supervisors and Management Seminar registration.

Plan for Research Supervision

The Graduate School of Management requires that the supervisor prepares a yearly plan for research supervision, presents it to the student in advance and conducts research supervision in accordance with this yearly plan. The Plan for Research Supervision takes into account the content of the student's individual research.

The Plan for Research Supervision is prepared to provide students with guidance that leads to the successful completion of their research output and ensures the quality of research.

It serves as a benchmark for students to plan and progress with their research in the subsequent year. It also serves as a document for the supervisor to monitor the progress of the student's plans and research.

The Plan for Research Supervision is prepared for every year of enrollment during the 1st semester when students select seminar supervisors and at the beginning of the 3rd semester.

Note 1: Students who have changed supervisors: the new supervisor will prepare and present a yearly Plan for Research Supervision. The period of research supervision in the Plan will depend on the time left until graduation.

Note 2: A Plan for Research Supervision will be prepared for students who extend their graduate program, and reinstated / readmitted

students. The period of research supervision indicated in the Plan for Research Supervision will depend on the extension period for students who are extending their programs and on the period until graduation for reinstated/readmitted students.

Seminars

Individual Supervision

Students must submit a Management Seminar application form by the appropriate deadline. After their application is approved, students must register for seminars by themselves as designated in the table above. In these seminars, students will meet with their supervisors on an individual or small group basis once a week and all meetings are scheduled individually between supervisors and students.

Work in Progress Seminars

In these seminars, students will present their research proposal and the current progress of their Research Project to their supervisors and at least another faculty appointed by their supervisor. All students registered for Management Seminar II should give a presentation. Work in Progress Seminars are open to all students and faculty members to attend and will be organized during Quarter 1 of every semester.

The presentation given at the Work in Progress Seminars should include the following elements:

- Type of the Research Project
- Research topic
- Hypothesis and research questions
- Importance of the research
- Review of relevant literature
- Methods of data collection
- Research schedule until the submission of the Research Project

Registration Flow for Management Seminars

Standard Completion Program (2 years)

Semester	What:	When:	Notes
1	Seminar Orientation	By the end of the 1st Quarter	<i>Announced at the orientation session for new enrollees</i>
	Selection of Supervisors		
	Plan for Research Supervision (1st year)	Towards the end of the 2nd Quarter	<i>Prepared by the supervisor and submitted to the Academic Office</i>
	Management Seminar Application		<i>Submitted to the Academic Office</i>
	Confirmation of Seminar Supervisors		<i>Acceptance of the application of seminar supervisor is announced by the Academic Office</i>
2	Registration for Management Seminar I	Course Registration Period A and / or B	<i>Register via Campusmate (same as regular classes)</i>
	Begin research and data collection		
3	Registration for Management Seminar II	Course Registration Period A and / or B	<i>Register via Campusmate (same as regular classes)</i>
	Plan for Research Supervision (2nd year)	During the 1st Quarter	<i>Prepared by the supervisor and submitted to the Academic Office</i>
	Work in Progress Seminar Presentation	By the end of the 1st Quarter	<i>Details are decided by the supervisor and announced at the beginning of every semester</i>
4	Registration for Management Seminar III	Course Registration Period A and / or B	<i>Register via Campusmate (same as regular classes)</i>
	Summary Submission	Within 1 month of the start of the semester	<i>Academic Office</i>
	Research Project Submission and Examination	Refer to p. 60 ~ 75 for details	<i>Academic Office</i>

Accelerated Completion Program (1.5 years)

Semester	What:	When:	Notes
1	Registration for Management Seminar I (under the name of the Associate Dean)	Course Registration Period B	<i>Register via Campusmate (same as regular classes)</i>
	Selection of Supervisors		
	Plan for Research Supervision (1st year)	Towards the end of the 2nd Quarter	<i>Prepared by the supervisor and submitted to the Academic Office</i>
	Management Seminar Application		<i>Submitted to the Academic Office</i>
	Confirmation of Seminar Supervisors		<i>Acceptance of the application of seminar supervisor is announced by the Academic Office</i>
	Begin research and data collection		
2	Registration for Management Seminar II	Course Registration Period A and / or B	<i>Register via Campusmate (same as regular classes)</i>
	Work in Progress Seminar Presentation	By the end of the 1st Quarter	<i>Details are decided by the supervisor and announced at the beginning of every semester</i>
3	Registration for Management Seminar III	Course Registration Period A and / or B	<i>Register via Campusmate (same as regular classes)</i>
	Plan for Research Supervision (2nd year)	During the 1st Quarter	<i>Prepared by the supervisor and submitted to the Academic Office</i>
	Summary Submission	Within 1 month of the start of the semester	<i>Academic Office</i>
	Research Project Submission and Examination	Refer to p. 60 ~ 75 for details	<i>Academic Office</i>

3-5. Research Projects

Types of Research Projects

There are three types of Research Projects: Master's Thesis, Independent Final Report and Internship-based Case Study. The Research Projects are "capstone" experiences and thus should draw on and integrate the knowledge students gained in all the courses they have completed.

Submission of Research Projects Summary

All students in their final semester must submit a notice approved by their supervisor for the type of Research Project they are writing by the designated deadline. The notice should be submitted together with the Research Project Summary. The appropriate form may be found at Graduate School website. Please refer to the Graduate School website and to the Procedures for the Examination of Research Projects in the Graduate School of Management for details about submission deadlines.

Types of Research Projects

All students need to conduct research under the direction of a supervisor and prepare an extended piece of writing (Research Project) that follows formal standards of research. All Research Projects must be based on real data, be accurate and clear, and include completely all sources of quotations, citations and the use of other materials. There are three types of Research Projects: Master Thesis, Independent Final Report and Internship-based Case Study. These types of Research Projects epitomize distinct research purposes, use different methods and must satisfy formal requirements. The alternative Research Projects offer the opportunity for students to pursue a variety of research topics and methods of inquiry. They allow students to conduct academic research as well as to respond to recent developments in corporate or market behavior and the international economy without narrow formal restrictions. All Research Projects must abide to principles and standards of research set by the University. The three types of Research Projects differ in their degree of abstraction, generalization and practical applicability, and length.

Master's Thesis

A Master's Thesis is an original scholarly research project that is narrowly focused on an abstract topic or theoretical argument linked to a real-world problem in business and addressing a gap in understanding of a business situation.

Students writing a Master's thesis will respond to a debate in the management or economic literature and will bring new evidence or arguments to bear upon the topic. The Master's Thesis topic is a scholarly issue anchored in or linked to an academic strand of literature and originating from the discussion in the seminar with the supervisor. The student must show familiarity with previous work in the field. The Master's Thesis typically conceptualizes the research issue, offers a higher degree of abstraction by presenting a model or theoretical argument that is or can be generalized from the particular research object or location. It does not need to address a practical business problem but is applied to a for-profit or non-profit business context or governmental regulation of a business or industry. The written Master's thesis follows the traditional structure of academic inquiry, comprising of various chapters in which a research gap in literature is identified, clear and comparatively narrow research objectives are set, a review of previous literature is provided, a scholarly methodology is applied, empirical results are presented and critically discussed, and consequences for business and governments are derived.

A Master's Thesis is especially but not exclusively recommended for students who are interested in pursuing further research, for instance in a doctoral program or as a researcher in a public agency. As a rule of thumb, a Master's Thesis should be publishable or form the empirical basis for an article in a scientific journal.

The length of the Master's Thesis should be from 10,000 to 15,000 words.

Independent Final Report

The Independent Final Report is a scholarly research project in which a novel or broad subject is explored in a rather descriptive approach. An Independent Final Report can be primarily a bibliographic essay, an exhaustive survey of literature on a broad topic and a descriptive assessment of primary or secondary data.

It offers an opportunity to pursue a more practical research objective that lacks a theoretical foundation or generalizable conceptualization

and instead is more location-specific, for instance industry- or country-specific, than a Master's Thesis. The topic must be timely and of high current relevance for an industry or policy maker. Compared to the Master's Thesis, the Independent Final Report is more exploratory or evaluative than causal and confirmatory. The Independent Final Report allows for a more flexible structure and inquiry. It might connect ideas and fields in a novel way, and consist of descriptive primary or secondary data. One strength of the Independent Final Report is that it allows for a broader or more detailed assessment of previous research including grey and non-scholarly literature or secondary data. It may predominantly consist of a critical assessment of literature or a meta study that identifies and appraises previous research, and qualitative and quantitative evidence about a novel research question. An Independent Final Report should eventually come up with practical recommendations but also show a passway to the identification of a model or theoretical applicability of the topic.

The length of the Independent Final Report should be from 8,000 to 12,000 words.

Internship-based Case

Students are able to choose an internship as the basis for their final Research Project. The Internship-based Case Study follows an empirical inquiry that investigates a phenomenon within its real-life context. That is, the Internship-based Case Study project must be academic and related to concepts students have worked with in the courses but the discussion of the project results will be drawn primarily on the company-specific insights and practical learning experiences from the internship. The difference to the above Master's Thesis and Independent Final Report options is the degree of specificity of the research. The Internship-based Case Study is basically an application of concepts or theory in real life at a particular company. It follows an in-depth approach and can incorporate different issues in a company in order to demonstrate the complexity and interrelatedness of a subject. The Internship-based Case Study must be written as a case study of the company in which the internship has been conducted. It does not need to follow the formal structure of a Master's Thesis but needs to relate each part into an organized account. The account can be primarily illustrative in its content and does not need to be generalizable for other contexts. It may include statistics about the industry, the market and competitors of the company, and it may present quantitative primary data such as surveys. Students are required to critically assess the issues raised in the company and provide practical recommendations.

The length of the Internship-based Case Study should be from 8,000 to 12,000 words.

Requirements for the Internship-based Case Study

Internship Guidelines

Students who have chosen the Internship-based Case Study option are required to complete an internship. The internship program is designed to ensure that students assess the applicability of the concepts, theories they have learnt at the university, gather practical experiences and develop practical skills in dealing with actual situations. Depending on their interests, students may focus on any of the functional areas of management. Students who plan to avail the opportunities of internship, must develop skills in action research methods and case writing.

Arranging the internship

Students shall locate the internship destination on their own and submit a plan of their activities to their supervisor. The supervisor shall review the student's plan to determine whether the location is appropriate as an intern destination. In general, APU will not provide support in arranging internships (internship destination, visa, permission from the company, etc).

Supervision

The APU supervisor will be the principal supervisor of the student. The student will submit a plan of the type of activities he / she plans to complete while in internship. Supervisors will assess the feasibility of the plan and advise the students accordingly. Students should also have a secondary supervisor. Students should choose one or more people from the internship host company to act as a supervisor during their internship and should ask that supervisor to submit a performance evaluation to their APU supervisor regarding the students' activities during the internship. The performance evaluation may be taken into account when grading seminars.

Length of the internship

Students should spend a total of 100 hours in the company or institution they intern at. Students should inform the University of the internship destination, duration, etc. before they start their internship. Upon returning from their internship, students should submit to the University any documents related to the internship.

Required Documents

Students should inform the University of the internship destination, duration, etc. and should submit their plan for research activities while on internship approved by both the APU and company supervisors **before they start their internship**. After completing the internship, students

should submit the company supervisor's evaluation of their performance as interns and a proof for the number of hours they spent as interns. Relevant forms are available on the Graduate School website.

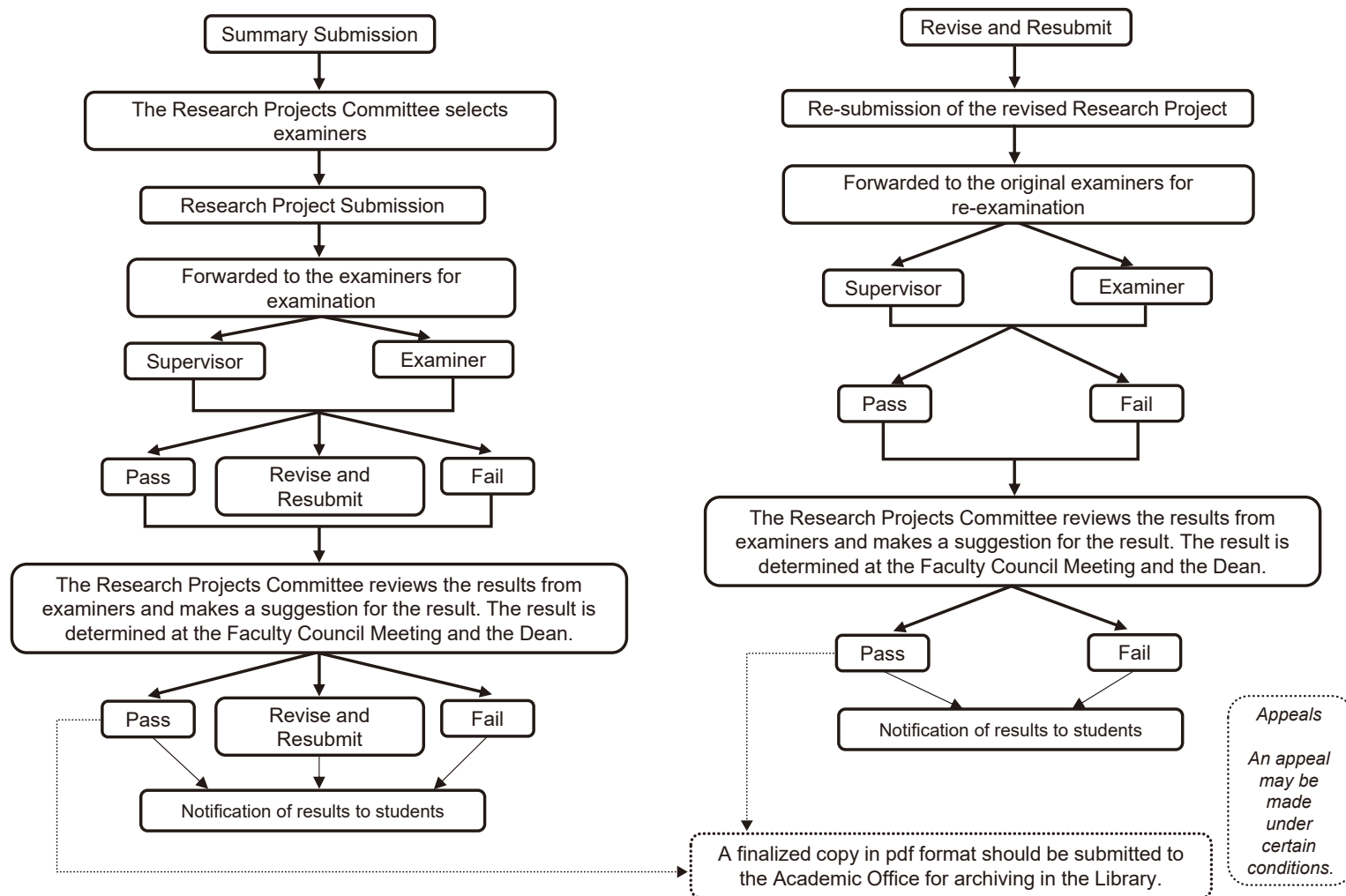
Requirements for Research Projects

All students should carefully read the procedures related to the examination of the Research Projects in the Graduate School of Management outlining the requirements and examination procedures. (p. 60-75). This information is summarized in the flow chart on the following page.

Evaluation Criteria for Research Projects

All Research Projects are evaluated based on a designated set of evaluation criteria. The evaluation criteria are available on the Graduate School website and all students should refer to these before submitting their Research Projects for examination.

Examination Flow for the GSM Research Projects



**Procedures for the Examination of Research Projects in the
Graduate School of Management (GSM) under the AY2014 Curriculum
(revised June 2018)**

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1. Research Projects

1-1 What is a Research Project

The Research Project is the written original outcome of the research conducted while studying in the Master's program of the Graduate School of Management (hereinafter referred to as GSM) and the submission and passing the examination of which is required for the acquisition of a Master's degree from GSM.

Research Project options include Master's Thesis, Independent Final Report and Internship-based Case Study, towards which completion every student works with a GSM faculty member assigned as their supervisor.

1-2 Language and Length of Research Projects

Research Projects should be presented in English. In principle, the length of a Research Project, excluding the list of references and any appendices, should be as follows:

- Master's Thesis - 10,000 to 15,000 words;
- Independent Final Report - 8,000 to 12,000 words;
- Internship-based Case Study - 8,000 to 12,000 words.

1-3 Format of Research Projects

In general, Research Projects must follow the format below:

1. Title Page, 2. Table of Contents (in sufficient detail), 3. Certification Page (indicating the contents of the Research Project as original and/or properly referenced), 4. Acknowledgements (for any support or advice received), 5. Summary, 6. Main Text, 7. Conclusions, 8. List of References, 9. Appendices (supporting material not in the main text)

1-4 Submission of Research Projects

Students must submit one soft copy of their Research Project to the Academic Office as stipulated in Appendix 1.

2. Submission Requirements for Research Projects

Before submitting the Research Project, all students should give a presentation at the Work in Progress Seminars and submit a summary of their Research Project within the designated periods and deadlines.

2-1 Work in Progress Seminars

All students registered for Management Seminar II should present their research proposal and report on the current progress of their research to their supervisor and at least another faculty appointed by their supervisor during Quarter 1 of that semester as part of their seminar class. These presentations are referred to as Work in Progress Seminars. Work in Progress Seminars are open to all students and faculty members to attend.

2-2 Submission of a Summary of the Research Project

Students in their final semester must submit a summary of their Research Project to the Academic Office as stipulated in Appendix 1. The summary must indicate the type of Research Project that will be submitted for examination and must be approved by the supervisor.

3. The Research Projects Committee

3-1 Selection and Term of Appointment

A Research Projects Committee will be established in GSM for the examination of the Research Projects.

The Research Projects Committee will consist of one chairperson and two members nominated by the Dean and appointed by the GSM Faculty Council. The Dean cannot be a member.

The term of appointment is one (1) semester and members can be reappointed.

3-2 Duties

The duties of the Research Projects Committee are as follows.

- a) Ensure that a rigorous examination is conducted;
- b) Review the evaluation assessment and examination standards and put forward their conclusion about the examination results to the GSM Faculty Council;
- c) Review the evaluation assessment and examination standards and put forward their conclusion about the re-examination results to the GSM Faculty Council;
- d) Determine whether there is any grounds for plagiarism or other forms of research misconduct.

4. Examination of Research Projects

4-1 The Examination Process

The Research Projects Committee shall coordinate the examination process for each Research Project and ensure that it has been conducted in a rigorous way. The Research Projects Committee should ensure that check for plagiarism or other forms of research misconduct has been conducted, should draw the attention of the examiners to any indication of the above and recommend actions to the GSM Faculty Council and the Dean.

4-2 Selection of Examiners

Two (2) faculty members are chosen to examine the Research Project appointed by the Dean on the recommendation of the Research Projects Committee. The supervisor is one of the examiners if available. In order to ensure unbiased examination and balance within the faculty members, examiners other than the supervisor shall be selected in the field of the Research Projects sequentially from the APM/GSM faculty list. If the student's supervisor is a member of the Research Projects Committee, other members of the Research Projects Committee may not be appointed as examiners.

4-3 Examination Standards

Research Projects will be assessed based on a set of criteria specific to each type of Research Project that will be outlined in rubrics. The rubrics will be provided to students at least 12 months before the submission of the Research Project.

4-4 Examiners' Evaluation

The examiners of the Research Projects will submit one of the following evaluations accompanied by an evaluation report to the Research Project Committee by the designated deadline.

- a) Pass: in the case that the Research Project fully fulfills the examination standards.
- b) Revise and Resubmit: in the case that the Research Project does not fully fulfill the examination standards but is expected to do so if corrections or needed revisions can be completed within the time allocated for revision.
- c) Fail: in the case that the Research Project does not fulfill the examination standards.

Examiners may deem it necessary for students to submit additional information or be called in for an interview.

4-5 Examination Results

Examination results will be reviewed by the Research Projects Committee to make their conclusion based on the evaluation assessment and the examination standards. If the examiner is a member of the Research Projects Committee, this member is excluded from the deliberation of the student's case and does not take part when the conclusion on the result is made. The conclusion of the Research Projects Committee will be put forward to the GSM Faculty Council after which it is to be presented to the Dean for a final decision.

The Research Projects Committee may deem it necessary for students to submit additional information or be called in for an interview.

4-6 Discrepancies in the Evaluations

In the event that there is a discrepancy in examiners' evaluations and/or the Research Projects Committee finds inconsistencies in the assessment, the Research Projects Committee may invite the examiners or the student to their meeting to discuss the case before making a conclusion on the result.

In case of a continuing disagreement, the Research Projects Committee will make a conclusion on the result if it is supported by at least two (2) of the Research Projects Committee members.

4-7 Notifying Students of Examination Results

Students shall receive notification of the examination results and a copy of the examiners' evaluation reports according to the schedule stipulated in Appendix 1. However, an examiner may request that his/her name not be disclosed to the student.

5. In case the Examination Results is "Revise and Resubmit"

5-1 Revision of Research Projects

In case that the examination result is "Revise and Resubmit", the supervisor shall coordinate the revision process unless the Dean and/or the chair of the Research Projects Committee requires another faculty member(s) to coordinate the process or re-examine the revised Research Project.

5-2 Re-submission of Research Projects

Revised Research Projects are to be submitted as stipulated in Appendix 1.

6. Re-Examination of Research Projects

6-1 The Re-Examination Process

The original examiners should re-examine the Research Project upon re-submission if available. Otherwise, the Research Projects Committee can request another qualified faculty member(s) as stipulated in 4-2 to re-examine the Research Project.

6-2 Examiners' Re-Evaluation

The examiners of the Research Projects submit one of the following evaluations accompanied by an evaluation report to the Research Project Committee by the designated deadline.

- a) Pass: in the case that the Research Project fully fulfills the examination standards.
- b) Fail: in the case that the Research Project does not fulfill the examination standards.

Examiners may deem it necessary for students to submit additional information or be called in for an interview.

6-3 Re-Examination Results

Re-examination results will be reviewed by the Research Projects Committee to make their conclusion based on the evaluation assessment and the examination standards. If the examiner is a member of the Research Projects Committee, this member is excluded from the deliberation of the student's case and does not take part when the conclusion on the result is made. The conclusion of the Research Projects Committee will be put forward to the GSM Faculty Council after which it is to be presented to the Dean for a final decision.

The Research Projects Committee may deem it necessary for students to submit additional information or be called in for an interview.

6-4 Discrepancies in the Re-Evaluation

In the event that there is a discrepancy in examiners' evaluations and/or the Research Projects Committee finds inconsistencies in the assessment, the Research Projects Committee may invite the examiners or the student to their meeting to discuss the case before making a conclusion on the result.

In case of a continuing disagreement, the Research Projects Committee will make a conclusion on the result if it is supported by at least two (2) of the Research Projects Committee members.

6-5 Notifying Students of Re-examination Results

Students shall receive notification of the re-examination results and a copy of the examiners' evaluation reports according to the schedule stipulated in Appendix 1. However, an examiner may request that his/her name not be disclosed to the student.

7. Research Misconduct

In case of suspected or alleged plagiarism or other forms of research misconduct being uncovered during the examination process, the Research Projects Committee determines whether the suspicion / allegations has any grounds. The Research Projects Committee may deem it necessary to conduct interviews with the student or the supervisor to confirm if this is a case of plagiarism or any other form of research misconduct.

The final decision will be made as outlined in 4-5 and 6-3.

8. Grade of Management Seminar III

The Research Projects Committee shall make the final decision on the Research Project. The supervisor shall evaluate the grade for Management Seminar III.

9. Appeal Procedures

A student may appeal the result.

9-1 Submission of an Appeal Statement

A student who wishes to appeal must submit an appeal statement using the prescribed form to the Academic Office by 16:30 on the 8th day from the date of the notification of results, including the day the results were notified. The statement must present clear and accurate arguments that may overturn the original result.

9-2 Decision to Conduct Appeal Investigation

The Dean will decide whether to conduct an investigation into the appeal. Investigation will be conducted only if the appeal statement provides reasonable evidence to overturn the original result.

9-3 Appeals Committee

9-3-1 Members of the Appeals Committee

An Appeals Committee shall be formed in case it has been decided to conduct investigation into the appeal.

The Appeals Committee will consist of three (3) faculty members appointed by the Dean. Members of this Committee must not be:

- (1) examiners of the Research Project
- (2) members of the current Research Projects Committee
- (3) the Dean

9-3-2 Duties of the Appeals Committee

The Appeals Committee will decide how to conduct the investigation of the appeal and if deemed necessary, may require the student to present further evidence in written or oral form to substantiate the grounds of the appeal. The Appeals Committee will carefully examine all documents related to the appeal during the investigation.

9-3-3 Determining the Result of the Investigation

The Appeals Committee will submit to the Dean one of the following results accompanied by an evaluation report.

- a) Reject the Appeal, in which case the result originally announced to the student remains unchanged.
- b) Accept the Appeal, in which case the result originally announced to the student will be changed to “Pass”.

9-4 New Evidence of Misconduct

In the case that new evidence of misconduct is uncovered during the investigation of the appeal, it will be included in the assessment and reflected in the result of the Appeals Committee.

9-5 Finalizing the Result of the Appeal and Notifying the Student

The Dean will decide the final result of the appeal after procedures 9-2 to 9-4 have been conducted.

The final result of the appeal accompanied by appropriate feedback will be announced to the student by the Dean, barring any unavoidable circumstances, by the day of the Graduation Ceremony of that semester.

10. Preservation of Research Projects

All Research Projects that passed the examination will be bound by the University. Bound Research Projects will be forwarded to the University Library, where they will be catalogued for APU Library users. Upon request, Research Projects can be stored in the University’s digital library.

Students are allowed to edit and make certain corrections to Research Projects that have passed the examination. Edited and corrected versions must be approved by the supervisor. Only the final version of the Research Project will be preserved.

Appendix 1 Examination Schedule

	Spring Semester	Fall Semester
Summary Submission	April 25	October 20
Research Project Submission	May 31	November 30
Notification of the Examination Results	June 25	December 20
Resubmission after Revision	July 15	January 15
Notification of the Final Results	July 31	January 31

Note: If the deadline falls on a weekend or a holiday, or a day when the office is closed, the deadline will move to the immediately preceding working day.

**2014 年度カリキュラム 経営管理研究科修士課程（GSM）リサーチ・プロジェクト審査の手続き
（2018 年 6 月改訂）**

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1. リサーチ・プロジェクト

1-1 リサーチ・プロジェクトとは

リサーチ・プロジェクトとは、経営管理研究科修士課程（GSM）における研究の成果物であり、リサーチ・プロジェクトを提出し審査に合格することが本研究科で修士号を取得する一つの要件に位置づけられている。

リサーチ・プロジェクトは「修士論文」、「ファイナル・レポート」、「インターンシップに基づくケース・スタディー」のいずれかとし、学生は GSM に所属する指導教員の下でリサーチ・プロジェクトの作成を行う。

1-2 リサーチ・プロジェクトの言語と文字数

リサーチ・プロジェクトの言語は英語とする。

参考文献、付録を除いたリサーチ・プロジェクトの文字数は原則として下記の通りとする。

- ・ 修士論文：10,000 語から 15,000 語
- ・ ファイナル・レポート：8,000 語から 12,000 語
- ・ インターンシップに基づくケース・スタディー：8,000 語から 12,000 語

1-3 リサーチ・プロジェクトの形式

リサーチ・プロジェクトは、基本的に以下の形式に従うこと。

1. 表紙、2. 目次（内容が分かるように詳細に）、3. 宣誓（データの偽造、剽窃のないこと）、4. 謝辞（支援および助言に対して）、5. 要約、6. 本文、7. 結語、8. 参考文献、9. 付録（本文に記載されていない関連資料）

1-4 リサーチ・プロジェクトの提出

リサーチ・プロジェクト 1 部（ソフト・コピー）を別表 1 に定める期日までにアカデミック・オフィスに提出しなければならない。

2. リサーチ・プロジェクトの提出要件

リサーチ・プロジェクトを提出するにあたっては、定められた時期や期日までにワーク・イン・プログレス・セミナーでの発表と要約の提出をしなければならない。

2-1 ワーク・イン・プログレス・セミナー

マネジメント・セミナー II を履修登録している学生は、登録セメスターの第一クォーターの演習の中で、指導教員と指導教員が指名する教員に対して研究の計画と進捗状況を発表しなければならない。この発表会をワーク・イン・プログレス・セミナーと呼ぶ。このセミナーは公開されており、学生と教員は自由に参加することができる。

2-2 要約の提出

学生は最終セメスターの別表 1 に定める期日までにリサーチ・プロジェクトの要約をアカデミック・オフィスに提出しなければならない。要約には、リサーチ・プロジェクトの種類を明記するとともに、指導教員の承認が必要である。

3. リサーチ・プロジェクト審査委員会

3-1 選出と任期

リサーチ・プロジェクトを審査するにあたり、本研究科内に修士学位論文委員会（以下、リサーチ・プロジェクト審査委員会）を設ける。

リサーチ・プロジェクト審査委員会は1名の委員長と2名の委員からなり、研究科長の推薦を受け、研究科委員会にて承認される。研究科長は自らを推薦することはできない。
任期は1セメスターとし、再任は妨げない。

3-2 役割

リサーチ・プロジェクト審査委員会は、以下の役割を担う。

- ・厳正な審査が行われていることを管理・確認する。
- ・評価結果および審査基準の妥当性の確認を行い、審査結果の案を GSM 研究科委員会へと上程する。
- ・評価結果および審査基準の妥当性の確認を行い、再審査結果の案を GSM 研究科委員会へと上程する。
- ・剽窃やその他の研究上の不正行為の有無を判断する。

4. リサーチ・プロジェクトの審査

4-1 審査手順

リサーチ・プロジェクト審査委員会は、リサーチ・プロジェクトの審査手続きの調整を行い、厳正な方法で行われているか確認する。リサーチ・プロジェクト審査委員会は、剽窃やその他の研究上の不正行為の有無を確認する。上記の疑いがある場合、審査員に注意喚起を行い、今後の対策を GSM 研究科委員会および研究科長に提案する。

4-2 審査員の選出

リサーチ・プロジェクトの審査は、リサーチ・プロジェクト審査委員会の推薦のもと、研究科長が指名した本学教員2名が行う。原則として指導教員が審査員の1名とする。もう1名は、APM・GSM 教員リストから提出されたリサーチ・プロジェクトの分野にあう教員を順次選出し、偏見のない審査を行うとともに教員内での審査のバランスをとる。指導教員がリサーチ・プロジェクト審査委員会の委員の場合、リサーチ・プロジェクト審査委員会内からもう1名の審査員の選出することを避ける。

4-3 審査基準

各リサーチ・プロジェクトは、それぞれの審査基準に基づいた個別のルーブリックで評価を行う。ルーブリックは、少なくとも12ヶ月前に学生に公表される。

4-4 審査員による評価

審査員は、指定された期日までに以下のいずれかの評価結果と評価レポートをリサーチ・プロジェクト審査委員会に提出する。

- a) 合格 (Pass) : リサーチ・プロジェクトが審査基準を満たしている場合
 - b) 修正の上再提出 (Revise and Resubmit) : リサーチ・プロジェクトが審査基準を十分には満たしていないが、再提出までの期間で訂正と修正が完了できる見込みがある場合
 - c) 不合格 (Fail) : リサーチ・プロジェクトが審査基準を十分には満たしていない場合
- 審査員は、学生に対して追加情報の提出やヒアリングの実施を、必要に応じて求めることができる。

4-5 審査結果の確定

リサーチ・プロジェクト審査委員会によって、評価結果および審査基準をもとに、審査結果の判定が行われる。その審査結果の案は、GSM 研究科委員会へと上程の上、最終決定のために研究科長に報告される。

リサーチ・プロジェクト審査委員会の委員が審査員の場合、審議には参加せず、審査結果の判定には加わらない。

リサーチ・プロジェクト審査委員会は、学生に対して追加情報の提出やヒアリングの実施を、必要に応じて求めることができる。

4-6 評価結果が審査員間で著しく異なる場合

審査員間でリサーチ・プロジェクトに対する評価が著しく異なる場合やリサーチ・プロジェクト審査委員会が評価の矛盾を発見した場合、リサーチ・プロジェクト審査委員会は、審査結果を判定するにあたり、審査員または学生を委員会に招聘し協議することができる。

意見の相違が続く場合、リサーチ・プロジェクト委員会の2名以上の委員が支持する審査結果に決定する。

4-7 審査結果の通知

審査結果と評価レポートは、別表1に定める期日に学生に通知される。ただし、審査員が希望する場合は、審査員の氏名を学生に対し非公開とすることができる。

5. 審査結果が「修正の上再提出 (Revise and Resubmit)」の場合

5-1 リサーチ・プロジェクトの修正

審査結果が「修正の上再提出 (Revise and Resubmit)」の場合は、指導教員が修正の指導にあたる。しかし、研究科長あるいはリサーチ・プロジェクト審査委員会の委員長が指導教員以外の教員に指導を依頼することがある。

5-2 リサーチ・プロジェクトの再提出

修正されたリサーチ・プロジェクトは、別表1に定める期日までに提出されなければならない。

6. リサーチ・プロジェクトの再審査

6-1 再審査の手順

同じ審査員が、リサーチ・プロジェクトの再審査を行う。また、リサーチ・プロジェクト審査委員会は、4-2の規程と同様に他の教員に再審査を依頼することもできる。

6-2 審査員による再評価

審査員は、指定された期日までに以下のいずれかの評価結果と評価レポートをリサーチ・プロジェクト審査委員会に提出する。

- a) 合格 (Pass) : リサーチ・プロジェクトが審査基準を満たしている場合
- b) 不合格 (Fail) : リサーチ・プロジェクトが審査基準を十分には満たしていない場合。

審査員は、学生に対して追加情報の提出やヒアリングの実施を、必要に応じて求めることができる。

6-3 再審査結果の確定

リサーチ・プロジェクト審査委員会によって、評価結果および審査基準をもとに、再審査結果の判定が行われる。その審査結果の案は、GSM 研究科委員会へと上程の上、最終決定のために研究科長に報告される。

リサーチ・プロジェクト審査委員会の委員が審査員の場合、審議には参加せず、審査結果の判定には加わらない。

リサーチ・プロジェクト審査委員会は、学生に対して追加情報の提出やヒアリングの実施を、必要に応じて求めることができる。

6-4 再評価結果が審査員間で著しく異なる場合

審査員間でリサーチ・プロジェクトに対する評価が著しく異なる場合やリサーチ・プロジェクト審査委員会が評価の矛盾を発見した場合、リサーチ・プロジェクト審査委員会は、審査結果を判定するにあたり、審査員または学生を委員会に招聘し協議することができる。

意見の相違が続く場合、リサーチ・プロジェクト委員会の2名以上の委員が支持する審査結果に決定する。

6-5 再審査結果の通知

審査結果と評価レポートは、別表1に定める期日に学生に通知される。ただし、審査員が希望する場合は、審査員の氏名を学生に対し非公開とすることができる。

7. 不正行為の疑義が生じた場合

審査の過程で、剽窃や不正行為の疑義が生じた場合は、リサーチ・プロジェクト審査委員会が不正行為の疑いの根拠をもとに判定する。リサーチ・プロジェクト審査委員会は、剽窃またはその他研究上の不正行為を確認するために、必要に応じて学生または指導教員に対してヒアリングの実施を求めることができる。

最終決定は、4-5 および 6-3 と同様に行う。

8. マネジメント・セミナー III の成績評価

リサーチ・プロジェクト審査委員会はリサーチ・プロジェクトの審査結果の最終判断を行い、指導教員はマネジメント・セミナー III の成績評価を行う。

9. 不服申し立て

学生は、審査結果に対し不服申し立てを行うことができる。

9-1 不服申立書の提出

不服申し立てを行う場合は、審査結果の通知日を含め8日目の16時30分までに所定の申立書をアカデミック・オフィスに提出しなければならない。申立書には、その審査結果となった理由を覆す根拠が的の由を覆す根拠が的確かつ明瞭に述べられていなければならない。

9-2 不服申し立て調査実施の決定

研究科長は、不服申し立てに対する調査を行うか否かを決定する。調査の実施は、不服申し立ての根拠が先の審査結果を覆すに足る合理的なものである場合に限られる。

9-3 不服調査委員会

9-3-1 不服調査委員会の構成

不服申し立て調査の実施が決定された場合、不服調査委員会が組織される。

不服調査委員会は、研究科長が指名する本学教員3名によって構成される。ただし、下記の者を除く。

- ・当該リサーチ・プロジェクトの審査員
- ・リサーチ・プロジェクト審査委員会の委員
- ・研究科長

9-3-2 不服調査委員会の役割

不服調査委員会は調査の進行手順を決定し、必要があると判断した場合は、学生に対して不服

申し立てを裏付ける書面または口頭による追加資料の要求を行う。不服調査委員会は、不服申し立てに関係する全ての資料を慎重に吟味し調査を行う。

9-3-3 調査結果の判定

不服調査委員会は、以下のいずれかの判定結果と判定レポートを研究科長に提出する。

a) 申し立てを棄却する。

この場合、学生に通知した審査結果は変更されない。

b) 申し立てを認める。

この場合、学生に通知した審査結果は「合格」に変更となる。

9-4 不正行為の新たな証拠が発見された場合

調査する過程において不正行為に関わる新たな証拠が発見された場合は、評価に含め、不服調査委員会の判定結果に反映する。

9-5 不服調査の確定と通知

研究科長は、9-2 から 9-4 の手続きを経て、調査結果を確定させる。

やむを得ない事情がない限り、そのセメスターの卒業式までに、学生は研究科長より適切なフィードバックとともに調査結果の通知を受け取る。

10. リサーチ・プロジェクトの保管

合格とされた全てのリサーチ・プロジェクトは、大学が恒久的な装丁を行う。大学図書館で保管し、本学図書館利用者に閲覧を認める。また、希望に応じてデジタルライブラリーでの保管も行う。

学生は、合格したリサーチ・プロジェクトの編集および修正を行うことができる。編集および修正されたリサーチ・プロジェクトは、指導教員の承認を得なければならない。保管するリサーチ・プロジェクトは、最終版のものとする。

別表1 審査日程

	春セメスター	秋セメスター
要約の提出締切日	4月25日	10月20日
リサーチ・プロジェクト提出締切日	5月31日	11月30日
審査結果通知日	6月25日	12月20日
再提出締切日	7月15日	1月15日
再審査結果通知日	7月31日	1月31日

注意: 締切日が土日・祝日のオフィス閉室日の場合、直前の開室日が締切日となる。

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