

## 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 & Social Responsibility		2. Key Management Knowledge and Skills				3. Creativity and Innovation		4. Global Perspectives		5. Multiculturalism, Diversity and Inclusion	
Specialization/ Classification	a. To recognize and reflect upon complex issues on ethics and social responsibility with multi-sided understanding of global business-society relations.	b. To evaluate ethical and socially responsible implications of contemporary business issues.	a. To demonstrate an understanding of advanced management knowledge and 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 sustainable business solutions.	d. To demonstrate an advanced level of communication skills in writing, oral presentation, and negotiation in business settings.	a. To identify the opportunities and challenges of innovation in a business setting.	b. To design creative and innovative solutions in business and/or research projects.	a. To demonstrate comprehensive understanding of the complexity and interconnectedness of businesses, economies, and societies of the globalized world.	b. To diagnose problems and identify opportunities for sustainable development from an Asia Pacific perspective.	a. To apply theories of effective leadership and team development to promote diversity and inclusion.	b. To demonstrate ability to leverage diversity and work productively in teams.
Analytical Foundations	Data Analytics		I	I								
	Managerial Economics		I&A	I			I		I		I	
	Advanced Research Methods	R		R				R	R			
Core Business Fundamentals	Marketing	I		I&A	I	I	I	I&A		I		I
	Finance	I		I&A	I		I	I	I			I
	Leadership and Organization Behavior	I	I	I&A	I	I	I	I	I	I	I	I
	Technology Management			R&A	R	R	R	R&A	R	R		
	Business Ethics and Corporate Social Responsibility	R&A	R&A				R		R		R	
	Legal Strategy and Corporate Governance	I	I	I		I	I	I	I	I		I
	Political Economy of Institutions			I		I		I	I	I		
	Accounting			I&A	I&A (Quantitative)				I	I		
Global Strategy for Impact	M	M	M	M	M	M		M	M&A	M&A	M&A	M
Capstone	Strategic Management	M		M	M&A (Qualitative)	M&A	M			M	M	
JM	Japanese Corporations and Asia Pacific			R&A	R	R	R	R		R	R	
JM / AF	Financial Institutions and Markets			R		R		R		R	R	
JM / MM	Japanese Management and Entrepreneurship				R	R		R			R	
	Sustainable Business in Asia Pacific	M	M	M	M	M			M	M	M	M
	Hospitality Management			R	R	R						
JM / EIM	Quality and Operations Management			R	R				R			
AF	Project Analysis and Financing		R	R	R	R		R	R	R		
	Corporate Finance			R	R	R				R		
	Financial Engineering and Risk Management			R	R	R	R	R	R			
	Managerial Accounting		R	R	R	R			R	R	R	
MM	Human Resource Management			R		R				R	R	R
	Agile Product Development and Design Thinking			R	R			R&A	R			
	Marketing Strategy in Emerging Economies with Simulation	M		M	M	M	M	M	M	M		M&A
	Marketing Research			R	R		R	R	R	R	R	
EIM	Innovation Systems and Entrepreneurship	R	R	R	R		R	R	R	R	R	R
	Supply Chain Management			R	R			R				
	Startups and Business Development	R		R	R	R	R	R	R	R	R	R
	Digital Business Strategy			R	R	R		R	R	R	R	
Seminars	Project Management				R	R				R		
	MBA Research Seminar			M	M		M&A (Presentation-WIP) (Writing-Research Project)		M&A (Research Project)			
Experiential Learning	Glocal Immersion							R		R	R	R
	Internship			M	M	M	M	M	M	M	M	M
Core Related Subjects	Database Management			R	R	R		R		R		
	Decision Making Under Uncertainty				R	R						
	Negotiation for Value Creation	R	R	R			R&A (Negotiation)	R	R	R		R
	Management Information Systems	R	R	R				R	R	R		

### IRMA model of learning:

"I" indicates where students are introduced to the learning objective

"R" indicates where the learning objective is reinforced, and students have opportunities to practice on that learning objective

"M" indicates where students are given opportunities to deepen and master their learning and demonstrate their achievement of learning objective

"A" indicates where evidence is planned to be collected and evaluated for program-level assessment