

Top-up後のフローと要点について

Anglia Ruskin University MBA

北川 育秀

Anglia Ruskin University入学のための 必要書類

- ▶ Application Form
 - ▶ Data Collection and Transfer Consent Policy
 - ▶ 推薦状
 - ▶ CV
 - ▶ Passport Copy
-
- ▶ 上記の書類をGMC事務局（当時）に提出しました。現在も同じ方式だと思います。つまり、大学院入学まではビジネススクールの管理ということです。原則として追加費用も発生しません。
 - ▶ 大学から推薦者にメールが送付されることがあります。フォロー必要。

2018年9月 Anglia Ruskin University

- ▶ 3ターム制 9月～12月、1月～4月、5月～8月
- ▶ 最初の2タームは 各12週間で構成される
- ▶ 1. Marketing Planning
- ▶ 2. Finance for Decision Making
- ▶ 現在のところ、これらが繰り返して登場
- ▶ 3. Entrepreneurial Action 18 weeks???

Dashboard in Anglia Ruskin University

Dashboard

Account

Dashboard

Courses

Groups

Calendar

Inbox

Help

Entrepreneurial Action (2018 MO...
2018 MOD005581 TRI3 D01/...
2018 TRI3

Finance for Decision Making (2018...
2018 MOD004051 TRI2 D02...
2018 TRI2

Marketing Planning (2018 MOD00...
2018 MOD004454 TRI1 D02...
2018 TRI1

a.r.u.

To-do

Nothing for now

Recent feedback

Nothing for now

View Grades

注) 時期が来ないとそれぞれのコースが出現しません。かつ時々変更されます。

Topic 2: Measuring and Systems

“ 2.0 Introduction

“ 2.1 Financial Terminology

“ 2.2 Fundamental Concepts of Accounting

“ 2.3 Financial Statements

“ 2.4 Statement of Financial Position (Balance Sheet)

“ 2.4.1 Example 2.1 - Statement of Financial Position: What-Is-Up Umbrellas Plc.

“ 2.5 Income Statement (Profit and Loss Statement)

“ 2.5.1 Example 2.2 - Income Statement: What-Is-Up Umbrellas Plc.

“ 2.6 Statement of Cash Flows (Cash Flow Statement)

“ 2.6.1 Example 2.3 - Cash Flow Statement: What-Is-Up Umbrellas Plc.

1.3 Financial Accounting versus Management Accounting

There are two general types of accounting. **Management accounting** seeks to meet the needs of managers and inform managerial decisions, especially in relation to production and costs. **Financial Accounting** seeks to meet the needs of all other users of accounting information (Owners, Customers, Competitors, Employees, Government, Community representatives, Investment analysts, Suppliers, and Lenders). Because financial accounting and management accounting are targeted at different audiences, several differences in their approaches have developed over time including:

Key Differences	Financial Accounting	Management Accounting
Users	External: Such as Owners, Customers, Competitors, Employees, Government, Community representatives, Investment analysts, Suppliers, and Lenders.	Internal: Managers within the company.
Format	Governed by region-specific laws, exchange-specific regulations, and accounting standards.	Can take any form depending on the purpose of the information.

2つの課題

- ▶ 2018/09 Site open (Marketing Planning)
- ▶ 2018/11/02 1200 words Assignment Deadline
- ▶ 2018/12/14 1800 words Assignment Deadline

- ▶ 2018/12 Site open (Finance)
- ▶ 2019/05/03 3000 words Assignment Deadline

Marketing PlanningのWord数について

- ▶ Element 010はパワーポイントで作成します。
- ▶ 規定数（1200）はスライドとノートの合計単語数です。
- ▶ 2016以降のPPTだとPDF化した時にスライド内の単語がテキストとして認識されます（推奨）
- ▶ 以前のPPTだとスライドそのものが画像データとして認識されます。これだとTurnitinにアップロードした時に単語数にカウントされません。画像データはダメという噂も。
- ▶ PPTのままアップロードすることも可能ですが、サイトビューした時にノート内文章が見れません。向こうがダウンロードしてくれるか？

Current situation concerning business activities

Competitive Rivalry: small to medium

- Existing healthcare organizations in the region

Treat of Substitute Products: small

- Over the counter medicines
- Natural food

Bargaining of Power of Suppliers: medium

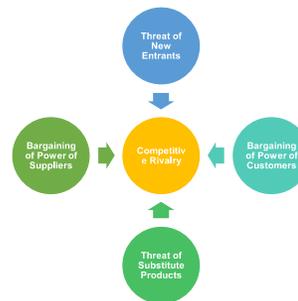
- Medical device manufactures
- Pharmaceutical companies

Bargaining of Power of Customers: various

- Patients

Threat of New Entrants: small to medium

- New entry healthcare organizations in the region



To examine the business activity, five forces analysis (Porter 1980) was performed.

Comprehensively, the business activity for healthcare industries in Japan may be healthy and reasonable, especially for the established general hospital, because of the specialty of healthcare industry.

最終課題は18週？問題

- ▶ 2019/01/12 事務局から最終課題moduleの連絡メール
- ▶ 2019/03/12 Tutorからの挨拶メール
- ▶ 2019/03/18 Preparatory Study Week 1

- ▶ 2019/09/27 10000 words Assignment Deadline

WELCOME to Entrepreneurial Action Tutorial 1

View recording w/c 18th March 2019

Your Supervisor will advise of the date they will run an online Q&A session
You need to have viewed the recording before attending the Q&A session

Learning Outcomes

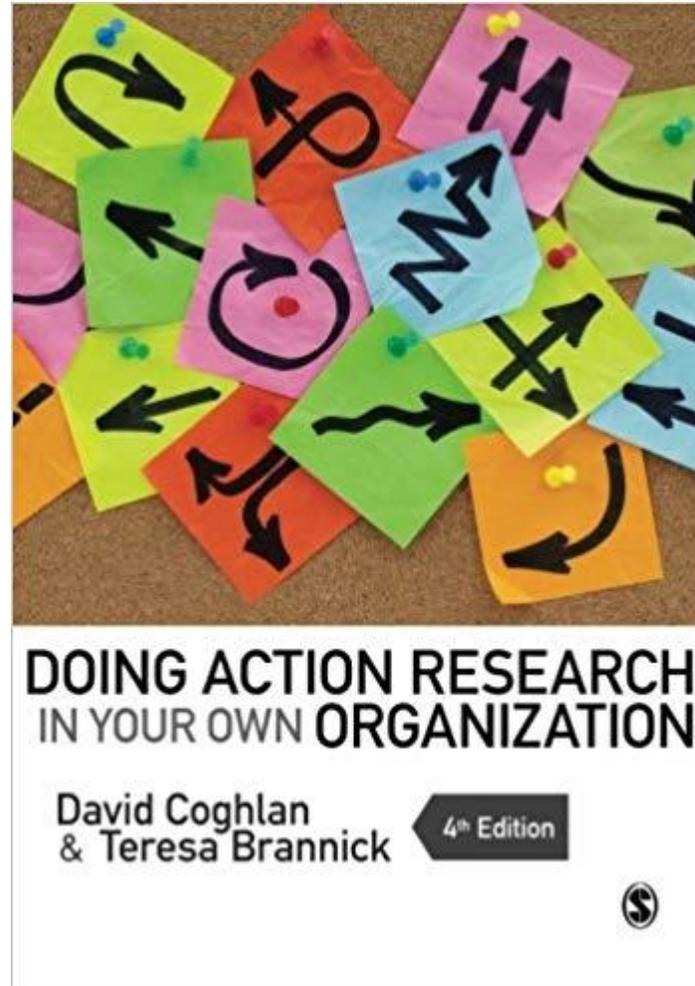
Knowledge & understanding	1. Critically evaluate entrepreneurial opportunities and practices from the perspective of different communities of practice in order to develop a case study for why an issue is worthy of investigation.
	2. Identify, select and justify the appropriate research techniques, methods and development strategies.
Intellectual, practical, affective & transferable skills	3. Critically justify and rigorously apply appropriate methodologies, techniques and practical strategies, being sensitive to the context.
	4. Critically reflect upon their own experiences of undertaking a major project and how this compares to theories and concepts in the academic and grey literature.
	5. Present arguments or conclusions clearly in an appropriate form to the intended audience.

Module requirements

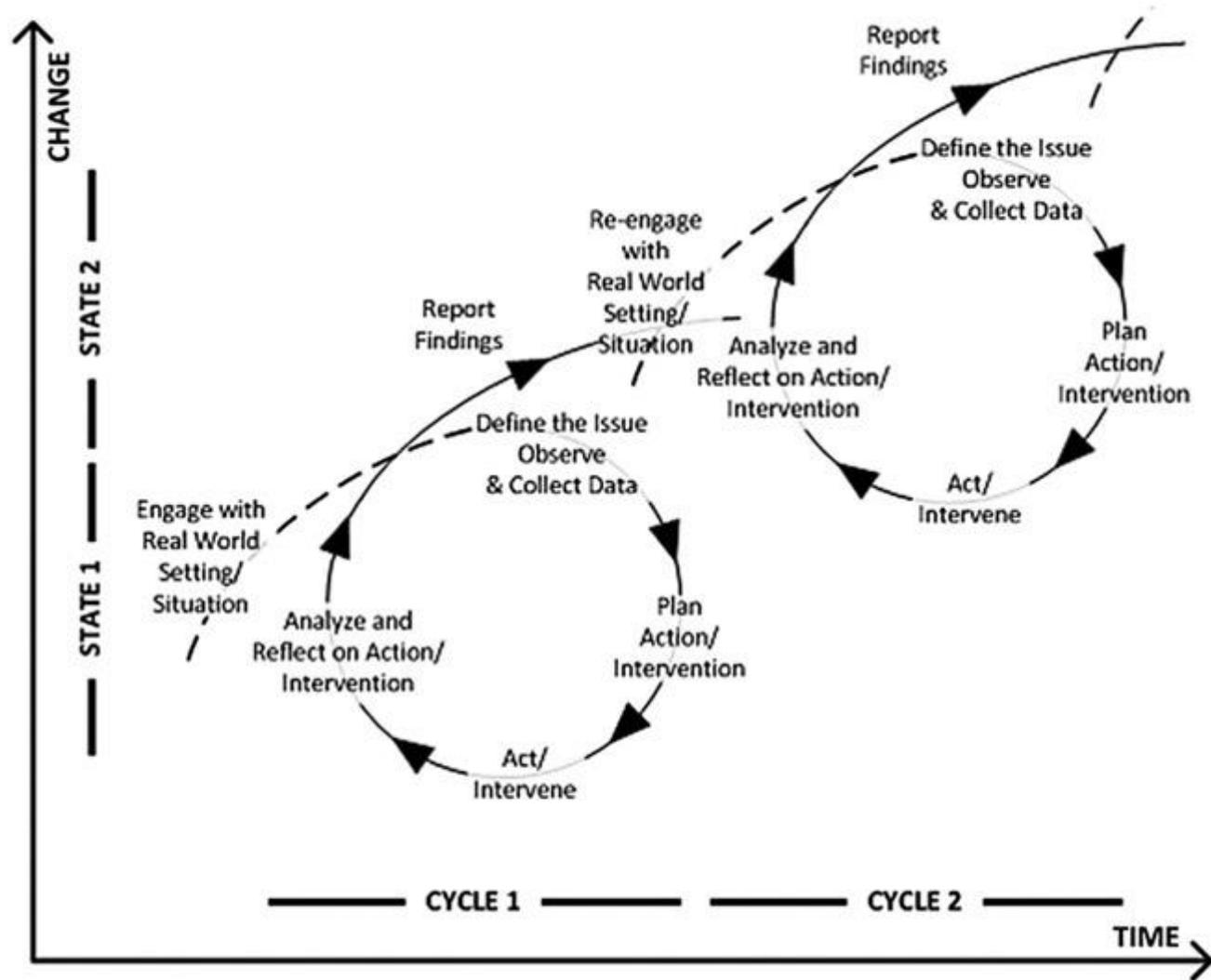
In undertaking the project, students are expected to:

- ▶ Source their own idea, opportunity or issue worthy of investigation;
- ▶ Demonstrate the project's value to the appropriate community of practice;
- ▶ Develop a project plan to ensure timely completion;
- ▶ Acquire the resources required to deliver the project;
- ▶ Manage the project from idea to action;
- ▶ Reflection on the outcomes against key themes in academic and grey literature with regard to entrepreneurship.

Doing AR in your own organisation



Cycles of inquiry



Module Delivery & Supervision

Lara

Group-wide teaching announcements
Provision of pre-recorded tutorials & resources

Colin

Chris

Graeme

Jan

Martin

Lara

Supervision of their own students - permanent Canvas space c. 29/3
Online Q&A tutorials to be run after each pre-recorded tutorial; date /
time tba

Online tutorial process

- ▶ Students to listen to Lara's four pre-recorded tutorials (slides provided).
- ▶ Each Supervisor to schedule a Q&A session with their group following each pre-recorded tutorial.
 - ▶ The tutorial recordings in Canvas are only available for 2 weeks.
- ▶ See the **module overview** for the detail and suggested timings.
 - ▶ 10 preparatory study weeks commencing 18 March.
 - ▶ 18 study weeks commencing 27th May (formal Tri 3 start).

Key words

- ▶ Ethical Approval
- ▶ Project Proposal and Plan
- ▶ Final Project

Purpose of Preparatory Work

To submit your ethical application, you will need to have achieved the following:

- ▶ Developed a sound appreciation of the taught academic content of the module so that you can give careful consideration as to your project focus.
- ▶ Engaged with the appropriate stakeholders (ideally within the organisation you work) to agree the project focus is appropriate.
- ▶ Developed an understanding of research methods more generally so that in your application you can outline your proposed research methodology.

Preparatory Weeks 1-3

<p>PREPARATORY WEEK 1</p> <p><i>w/c 18 March</i></p>	<p>Module Introduction</p> <p>Assessment Overview</p> <p>Topic 1 – Action Research</p> <p>Topic 2 – Research Ethics</p>
<p>PREPARATORY WEEK 2</p> <p><i>w/c 25 March</i></p>	<p>Topic 3 – Research Methods</p> <p>Topic 4 – Entrepreneurship</p> <p><u>Additional Resources</u></p> <p>Entrepreneurial Creativity Toolkit</p> <p>The Business Model Canvas</p>
<p>PREPARATORY WEEK 3</p> <p><i>w/c 1 April</i></p>	<p>Topic 5 – Entrepreneurial Action & Process</p> <p>Topic 6 – Opportunity Identification</p> <p><u>Additional Resources</u></p> <p>Entrepreneurial Creativity Toolkit</p> <p>The Business Model Canvas</p>

Preparatory Week 4

PREPARATORY WEEK 4 <i>w/c 8 April</i>	Topic 7 – Personal & Organisational Entrepreneurship <u>Additional Student Activity</u> Entrepreneurial Competency Self-Assessment Continue to identify possible opportunities & engage with stakeholders. Consider who would participate in the Creative Problem Solving (CPS) Workshop and when you would schedule it for. Scheduling of the Workshop in the diaries of key stakeholders is on the critical path of your Action Research project.
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Preparatory Week 5

<p>PREPARATORY WEEK 5</p> <p><i>w/c 15 April</i></p> <p>Thursday 18th April</p> <p>Ethics application deadline for Supervisor</p>	<p>Thursday 18th April - deadline for submission of ethical approval application to supervisor via email for review and comment.</p> <p>Topic 8 – Literature Review</p> <p><u>Additional Student Activity</u></p> <p>Commence Literature Review and write up</p> <p>Continue with:</p> <ul style="list-style-type: none">• Engagement with stakeholders• Scheduling of CPS Workshop
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Preparatory Week 6

<p>PREPARATORY WEEK 6 <i>w/c 22 April</i></p>	<p><u>Student Activity</u></p> <p>Continue with:</p> <ul style="list-style-type: none">• Literature Review and write up• Engagement with stakeholders• Scheduling of CPS Workshop <p>Receipt of initial feedback from Supervisor on ethics application by Thursday 25th April.</p> <p><u>Further Student Activity</u></p> <p>Address feedback from Supervisor re ethics application.</p>
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Preparatory Week 7

<p>PREPARATORY</p> <p>WEEK 7</p> <p>w/c 29 April</p> <p>Thursday 2nd</p> <p>May</p> <p>Ethics</p> <p>application</p> <p>deadline for</p> <p>Ethics</p> <p>Committee</p>	<p>Address feedback from Supervisor re ethics application.</p> <p>Thursday 2nd May - deadline for submission of ethical approval application to Supervisor via email for submission to the Ethics Committee.</p>
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What is left to study?

- ▶ Topic 9 - Research Design (w/c 27th May).
- ▶ Topic 10 - Data Collection & Analysis (w/c 3rd June).

Ethical approval deadlines

- ▶ **Thursday 11th April** - submission of fully completed bundle to **peer.** → 同級生
- ▶ **Monday 15th April** - receipt of feedback from peer.
- ▶ **Thursday 18th April** - submission of duly amended bundle following peer review to Supervisor.
- ▶ **Thursday 25th April** - feedback from Supervisor.
- ▶ **Thursday 2nd May** - Revised and final version to Supervisor.
- ▶ **Friday 3rd May** - Supervisor submits to ethical committee.
- ▶ **Monday 3rd June** - Providing approval granted research may proceed.

All dates UK time.

Applying for ethical approval 1

Ethics application bundle:

- ▶ Undertake compulsory training; [screenshot](#)
- ▶ Stakeholder engagement; [gatekeeper permission letter](#)
- ▶ [Ethics application form](#)
- ▶ [Participant Information Sheet \(PIS\)](#)
- ▶ [Participant Consent Form \(PCF\)](#)

Applying for ethical approval 2

- ▶ **Screen shot of certificate of completion of compulsory training;** pass mark 70% - multiple attempts permitted.
- ▶ **Stage 1 Research Ethics Application Form;** must clearly evidence addresses the Learning Outcomes, in particular LO1 (example template provided to help achieve this).
- ▶ **Gatekeeper letter;** official letter headed paper with signature.

DETAILED guidance and resources will be provided as Announcements.

Learning Outcome 1

“Critically evaluate entrepreneurial opportunities and practices from the perspective of different communities of practice in order to develop a case study for why an issue is worthy of investigation.”

Research Ethics Resources

- ▶ **Online Topic 2 - Research Ethics**
- ▶ **LAIBS Research Ethics website**
 - ▶ Research Ethics Compulsory Training.
 - ▶ Research application form template.
 - ▶ Participation Information Sheet (PIS) template.
 - ▶ Participant Consent Form (PCF) template.
 - ▶ Gatekeeper Letter template.
- ▶ Provision of further guidance via **Announcements**
 - ▶ Example text in research application to illustrate that research focus aligned to Learning Outcome 1.
 - ▶ Ethics Clearance Process.
- ▶ **Peer review** of fully completed application 'bundle' of documents.
- ▶ **Supervisor review** of duly revised application following peer review - formative feedback provided.

LAIBS Research Ethics website:

https://web.anglia.ac.uk/anet/faculties/laibs/Research/3_research_ethics.phtml

Ethical considerations

1/ Healthcare students

Students working in some form of healthcare must obtain written approval from their internal ethics committee agreeing to the research. This must be submitted with application to ARU for approval.

UK-based students must include screenshots having completed the online tool indicating further ethical approval from the NHS is not required:

<https://www.hra.nhs.uk/approvals-amendments/what-approvals-do-i-need/hra-approval/>

2/ Military students

Avoid projects that might address security issues requiring **Q22** to be ticked. **Q19** of Research Ethics Checklist typically ticked.

3/ Research topics

Students to 'sensitive' research which includes e.g. the vulnerable & youths.

AVOID research which ticks **red** boxes in the **Research Ethics Checklist** (overleaf).

Research Ethics Checklist

Will your research (delete as appropriate):				
1	Involve human participants?	●	YES	NO
2	Utilise data that is not publically available?	●	YES	NO
3	Create a risk that individuals and/or organisations could be identified in the outputs?	●	YES	NO
4	Involve participants whose responses could be influenced by your relationship with them or by any perceived, or real, conflicts of interest?	●	YES	NO
5	Involve the co-operation of a 'gatekeeper' to gain access to participants?	●	YES	NO
6	Offer financial or other forms of incentives to participants?	●	YES	NO
7	Involve the possibility that any incidental health issues relating to participants be identified?	●	YES	NO
8	Involve the discussion of topics that participants may find distressing?	●	YES	NO
9	Take place outside of the country where you work and/or are enrolled to study?	●	YES	NO
10	Cause a negative impact on the environment (over and above that of normal daily activity)?	●	YES	NO
11	Involve genetic modification of human tissue, or use of genetically modified organisms classified as Class One activities? ¹ .	●	YES	NO
12	Involve genetic modification of human tissue, or use of genetically modified organisms above Class One activities? ² .	●	YES	NO
13	Collect, use or store any human tissue or DNA (including but not limited to, serum, plasma, organs, saliva, urine, hairs and nails)? ³	●	YES	NO
14	Involve medical research with humans, including clinical trials or medical devices?	●	YES	NO
15	Involve the administration of drugs, placebos or other substances (e.g. food, vitamins) to humans?	●	YES	NO

Research Ethics Checklist cont.

16	Cause (or have the potential to cause) pain, physical or psychological harm or negative consequences to humans?	●	YES	NO
17	Involve the collection of data without the consent of participants, or other forms of deception?	●	YES	NO
18	Involve interventions with people aged 16 years of age and under?	●	YES	NO
19	Relate to military sites, personnel, equipment, or the defence industry?	●	YES	NO
20	Risk damage/disturbance to culturally, spiritually or historically significant artefacts/places, or human remains?	●	YES	NO
21	Contain research methodologies you, or members of your team, require training to carry out?	●	YES	NO
22	Involve access to, or use (including internet use) of, material covered by the Counter Terrorism and Security Act (2015), or the Terrorism Act (2006), or which could be classified as security sensitive? ¹	●	YES	NO
23	Involve you or participants in a) activities which may be illegal and/or b) the observation, handling or storage (including export) of information or material which may be regarded as illegal?	●	YES	NO
24	Does your research involve the NHS (require Health Research Authority and/or NHS REC and NHS R&D Office cost and capacity checks)?	●	YES	NO
25	Require ethical approval from any recognised external agencies (Social Care, Ministry of Justice, Ministry of Defence)?	●	YES	NO
26	Involve individuals aged 16 years of age and over who lack 'capacity to consent' and therefore fall under the Mental Capacity Act (2005)?	●	YES	NO
27	Pose any ethical issue not covered elsewhere in this checklist (excluding issues relating to animals and significant habitats which are dealt with in a separate form)?	●	YES	NO

Peer assessment

1/ Ethical application peer review

- ▶ **Thursday 11th April** deadline to provide to another student.
- ▶ **Monday 15th April** deadline for provision of feedback to peer.
 - ▶ Students to get themselves into peer groups, ensuring no one is missed out.

2/ Project Proposal & Plan peer review

- ▶ Students determine their own peer review deadlines.
 - ▶ Students to get themselves into peer groups, ensuring no one is missed out.
- ▶ Deadline to Supervisor **Friday 19th July** 2019 by 13.59 (UK time).

Key words

- ▶ Ethical Approval
- ▶ **Project Proposal and Plan**
- ▶ Final Project

Overview of key deadlines - UK time

Thursday 11 th April	Deadline for submission of full bundle of documents applying for ethical approval to a fellow student for peer review
Monday 15 th April	Deadline for receipt of feedback and action points from fellow student
Thursday 18 th April	Deadline for submission of duly revised full bundle of documents applying for ethical approval to Supervisor for formative feedback
Thursday 25 th April	Deadline for student receipt of feedback & action points from Supervisor
Thursday 2 nd May	Deadline to submit revised and final version of ethical approval application to Supervisor
Friday 3 rd May	Supervisor submits to Ethical Approval Committee
	Outcome to student by end of May / early June with research commencing c. 1 st June 2019 if approved
	If ethical application not approved the resubmission decision likely to be end of June with research commencing c. 1 st July 2019 assuming approved
Students determine date	Students to submit their Project Proposal and Plan to another student for peer review
Friday 19 th July	Deadline to submit Project Proposal and Plan to Supervisor for formative feedback
Friday 6 th September	Deadline for submission of any draft work to Supervisor for comment on max. of 20%; students should indicate where feedback required
Friday 27 th September 13:59 (UK time)	Final project report due

Online tutorial process

- ▶ Students to listen to Lara's four pre-recorded tutorials (slides provided).
- ▶ Each Supervisor to schedule a Q&A session with their group following each pre-recorded tutorial.
 - ▶ The tutorial recordings in Canvas are only available for 2 weeks.
- ▶ See the **module overview** for the detail and suggested timings.
 - ▶ 10 preparatory study weeks commencing 18 March.
 - ▶ **18 study weeks commencing 27th May (formal Tri 3 start).**

Entrepreneurial Action Tutorial 4 **AGENDA**

- Project Proposal and Plan
- Research Methods & Design

Your Supervisor will advise of the date they will run an online Q&A session.
You need to have viewed the recording before attending the Q&A session.

Project Proposal & Plan

- ▶ Builds on initial written submission (application for ethical approval); template provided.
- ▶ See ‘Writing an insider action research proposal’ pp. 72-73 of the Coghlan & Brannick text book. Chapter 11 also helpful; ‘Writing up your Insider Action Research Work’.
- ▶ Gets you writing!
- ▶ Provides greater insight as to direction of travel for your project.
- ▶ Opportunity to receive feedback from a peer and from Supervisor.
- ▶ Opportunity to learn from a peer’s Project Proposal & Plan.
- ▶ Contributes to final assessment mark.
- ▶ Submit via Turnitin by 13:59 (UK time).

Peer assessment of PP&P

- ▶ Students determine their own peer review deadlines.
- ▶ Students to get themselves into peer groups, ensuring no one is missed out.
- ▶ Address peer feedback before submitting to Supervisor.

Submission to Supervisor

- ▶ Supervisor does not review a 'draft' of the PP&P.
- ▶ Ensure you are aware of deadline to Supervisor; check announcements for actual date.
- ▶ Submit to Supervisor via Turnitin.

15 marks for Project Plan & Proposal

To maximise upon the 15 available marks available, the following marking criteria will be observed:

- ▶ Peer review of project proposal and plan.
 - ▶ Students determine their own deadlines for peer review, mindful of the published deadline for submission to Supervisor.
- ▶ In the submission of the PP&P to the Supervisor, evidence of how peer feedback was addressed should be provided. Equally rationale for dismissing any peer feedback should be provided.
- ▶ The submission of the final project report should include an **Appendix** highlighting how the Supervisor's feedback on the PP&P was addressed. **The actual PP&P should also be appended.**
- ▶ **Marks only provided in final submission.**

結局どうすれば？

- ▶ Modules→ Module documents→**Project Proposal & Plan Template**
- ▶ 2500-3000 words
- ▶ Template通りに書きました。
- ▶ Tutorとのskypeの機会がありました。

PP&Pのフィードバック

- ▶ 7/19提出 8/2結果
- ▶ Turnitinの画面だけではなく、PDFをダウンロードすることが必要です。提示します。
- ▶ フィードバックについては最終課題の中で解決させます。

Key words

- ▶ Ethical Approval
- ▶ Project Proposal and Plan
- ▶ Final Project

Assessment (010) - 27th Sept 2019

- ▶ **10,000 word action research project report - Turnitin**
 - ▶ Extracts from previously submitted reports will be used to provide guidance which will be placed as Announcements.
- ▶ Organisation of your choice, ideally where you work (Supervisor to approve).
- ▶ **Project Proposal and Plan - Turnitin** (contributes to final assessment mark) due **Friday 19th July 2019**.
 - ▶ Template provided.
- ▶ Deadline for both Turnitin submissions is by **13:59 (UK time)**.

Marking criteria for Element 010

	Marks
1. Entrepreneurial Opportunity	10
2. Research Methodology	10
3. Community of Practice	10
4. Use of Literature / Sources	15
5. Analysis of the entrepreneurial opportunity / challenge	10
6. Conclusions & recommendations	10
7. Reflection on learning / skills to take forward	15
8. Academic Literacy skills	5
9. Project Proposal & Plan	15
	100 marks

Thesis structure

- ▶ Title
- ▶ Table of Contents
- ▶ Introduction
- ▶ Literature Review
- ▶ Methodology
- ▶ Findings
- ▶ Conclusions
- ▶ Reflections
- ▶ References
- ▶ List of Appendices



Format of research report

Lara Strickland

[All sections](#)

In a series of announcements that will appear over the coming weeks, I am drawing upon very useful guidance Martin Spaul provided to students last year when we delivered the first presentation of this module.

Guidance on the literature review chapter was provided some weeks ago, given that you commenced with study of Topic 8 addressing the literature review during w/c 15th April.

~~~~~  
I thought that I would say a few words about the form in which your final report can be written up. I say 'can' rather than 'should' because the nature of this module allows for some flexibility in the way in which your work can be presented.

Much of the material for this module presents your 'entrepreneurial action' effort as a research project under an **alternative name**. The way in which we have approached this project is as an **action research project**. **The projects must be seen to grow out of a practical need: hence the emphasis on 'entrepreneurial opportunity'**.

The examples of published action research that we have seen tend, in terms of overall structure, to correspond to the classic research report structure that we (at ARU in the business school) use in our 'research project' modules:

- introduction - problem context, aims and objectives
- literature review - overview, search strategy, systematic look at themes
- methodology - methodological choices and their practical implementation
- findings - we tend to use this as a 'catch all' section, including selected sub-sections of the following kind:
  - conduct of the investigation and problems encountered and solved

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# Title

- ▶ PP&Pの評価項目にあります。

## PROJECT TITLE

*Extent to which the project title encapsulates the essence of the action research project.*



Title is good. The important thing to remember is that the purpose of the project is entrepreneurship and integration so you need to ensure that your assignment focuses on these things.

# Thesis structure

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|                                                                                     |           |
|-------------------------------------------------------------------------------------|-----------|
| <b>1. INTRODUCTION</b> .....                                                        | <b>4</b>  |
| 1. 1 Background issues.....                                                         | 4         |
| 1. 2 Research Questions, Objectives and Scope .....                                 | 6         |
| <b>2. LITERATURE REVIEW</b> .....                                                   | <b>8</b>  |
| 2. 1 Positive-sum competition by appropriate reform of the healthcare system .....  | 9         |
| 2. 2 Practical regional healthcare systems in the real world .....                  | 10        |
| 2. 3 Challenge in the regional medical care system by the Japanese government ..... | 11        |
| 2. 4 Justification and issues of the community-based integrated care system .....   | 13        |
| 2. 5 The economic and social characteristics of the healthcare market .....         | 14        |
| 2. 6 General theories to evaluate the market size, structure, and share .....       | 16        |
| 2. 7 Summary of literature review .....                                             | 18        |
| <b>3. METHODOLOGY</b> .....                                                         | <b>19</b> |
| 3. 1 Research philosophy, approach, and strategy .....                              | 19        |
| 3. 2 Data collection and analysis .....                                             | 22        |
| 3. 3 Setting the research target .....                                              | 25        |
| 3. 4 The cyclical action research model .....                                       | 26        |
| <b>4. FINDINGS</b> .....                                                            | <b>27</b> |
| <b>4. 1 Examination of market share analysis using quantitative data</b> .....      | <b>27</b> |
| Comparison of market size and structure of a successful city and our region.....    | 27        |
| The number of patients and market share in MDCs in a successful model city .....    | 28        |
| The number of patients and market share in MDCs in our region.....                  | 30        |
| Evaluation of quantitative analysis regarding market share and situation .....      | 32        |
| <b>4. 2 Quantitative application for market share analysis</b> .....                | <b>34</b> |
| Quantitative analysis of entrepreneurial opportunities.....                         | 34        |
| Evaluation of quantitative analysis of simulation M&A and reorganisation .....      | 37        |
| <b>4. 3 Practical application of research findings to our organisation</b> .....    | <b>38</b> |
| Identification of the critical process in the project.....                          | 38        |

# Thesis structure

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- ▶ Reflections
- ▶ References
- ▶ List of Appendices

|                                                                                  |           |
|----------------------------------------------------------------------------------|-----------|
| The number of patients and market share in MDCs in a successful model city ..... | 28        |
| The number of patients and market share in MDCs in our region .....              | 30        |
| Evaluation of quantitative analysis regarding market share and situation .....   | 32        |
| <b>4. 2 Quantitative application for market share analysis .....</b>             | <b>34</b> |



**Report Introduction**

Lara Strickland

[All sections](#)

On 9th June I posted an announcement regarding the format of your research report, also taking into consideration the marking criteria.

Over the coming weeks I will post a series of announcements that focus upon each section of the research report. In this announcement we consider the introduction.

In a standard research report, an introduction should cover at least four main elements:

1. The principal problem that drives the research effort.
2. The practical context in which the problem arises.
3. A brief indication of the concepts and ideas that will be brought to bear on the problem.
4. A detailed statement of aims and objectives.

The exact order and way in which these are presented can be subject to variation (for example, the first three can be interleaved, as long as the wording makes clear that all three issues are being addressed).

As we also noted in the announcement that addressed the format of your research report, there are aspects of the marking scheme for this module that have to be addressed in the introduction, namely the first two points that fall under the '**entrepreneurial opportunity**' heading:

1. Clear justification of value of idea, opportunity or issue worthy of investigation and subsequent implementation / addressing to the appropriate community of practice / stakeholder group.
2. Project objectives and scope realistic in terms of time available and within the researcher's sphere of influence.

# Thesis structure

- ▶ Title
- ▶ Table of Contents
- ▶ Introduction
- ▶ **Literature Review**
- ▶ Methodology
- ▶ Findings
- ▶ Conclusions
- ▶ Reflections
- ▶ References
- ▶ List of Appendices

# Literature search strategies

- ▶ The literature review is a piece of research in its own right.
- ▶ Appropriate to consider (and share) your approach.
- ▶ See Topic 8 and the Saunders text book for literature search models, each which demands greater systemisation and precision of the previous model:
  1. **Narrative review**
  2. Systematic review
  3. Meta-analysis review
- ▶ It is likely that your approach will be a hybrid of the narrative and systematic review.

|                                                                                     |           |
|-------------------------------------------------------------------------------------|-----------|
| 2. 3 Challenge in the regional medical care system by the Japanese government ..... | 11        |
| 2. 4 Justification and issues of the community-based integrated care system .....   | 13        |
| 2. 5 The economic and social characteristics of the healthcare market .....         | 14        |
| 2. 6 General theories to evaluate the market size, structure, and share .....       | 16        |
| 2. 7 Summary of literature review .....                                             | 18        |
| <b>3. <i>METHODOLOGY</i> .....</b>                                                  | <b>19</b> |
| 3. 1 Research philosophy, approach, and strategy .....                              | 19        |
| 3. 2 Data collection and analysis .....                                             | 22        |

# Thesis structure

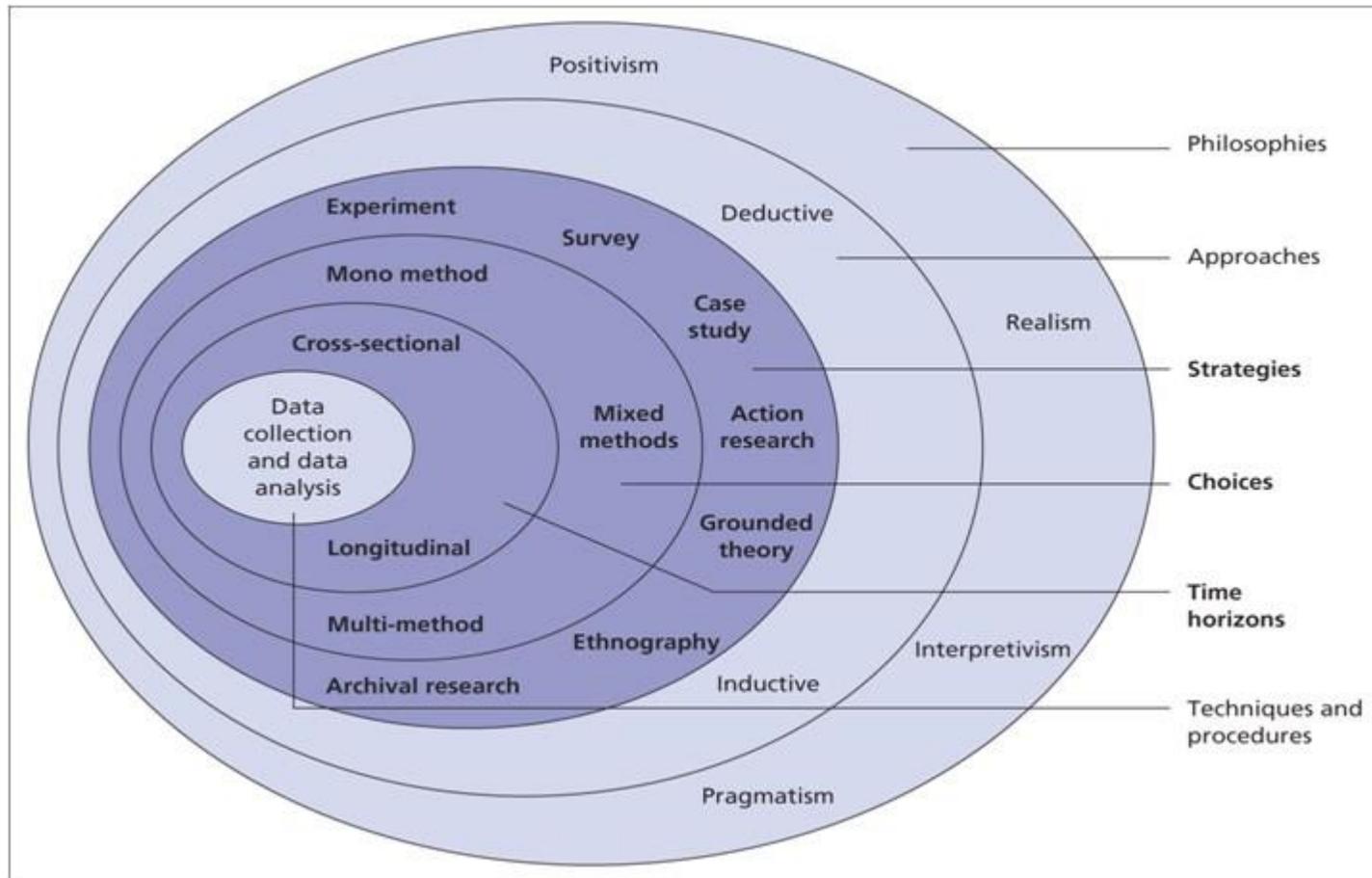
- ▶ Title
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# Methods ではなく Methodology

- ▶ 方法論についても言及が必要。
- ▶ この研究 (Project) が、帰納的か演繹的か、定量的か定性的か、など。

|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| 2. 1 Positive-sum competition by appropriate reform of the healthcare system .....  | 9  |
| 2. 2 Practical regional healthcare systems in the real world .....                  | 10 |
| 2. 3 Challenge in the regional medical care system by the Japanese government ..... | 11 |
| 2. 4 Justification and issues of the community-based integrated care system .....   | 13 |
| 2. 5 The economic and social characteristics of the healthcare market .....         | 14 |

# Research Methodology

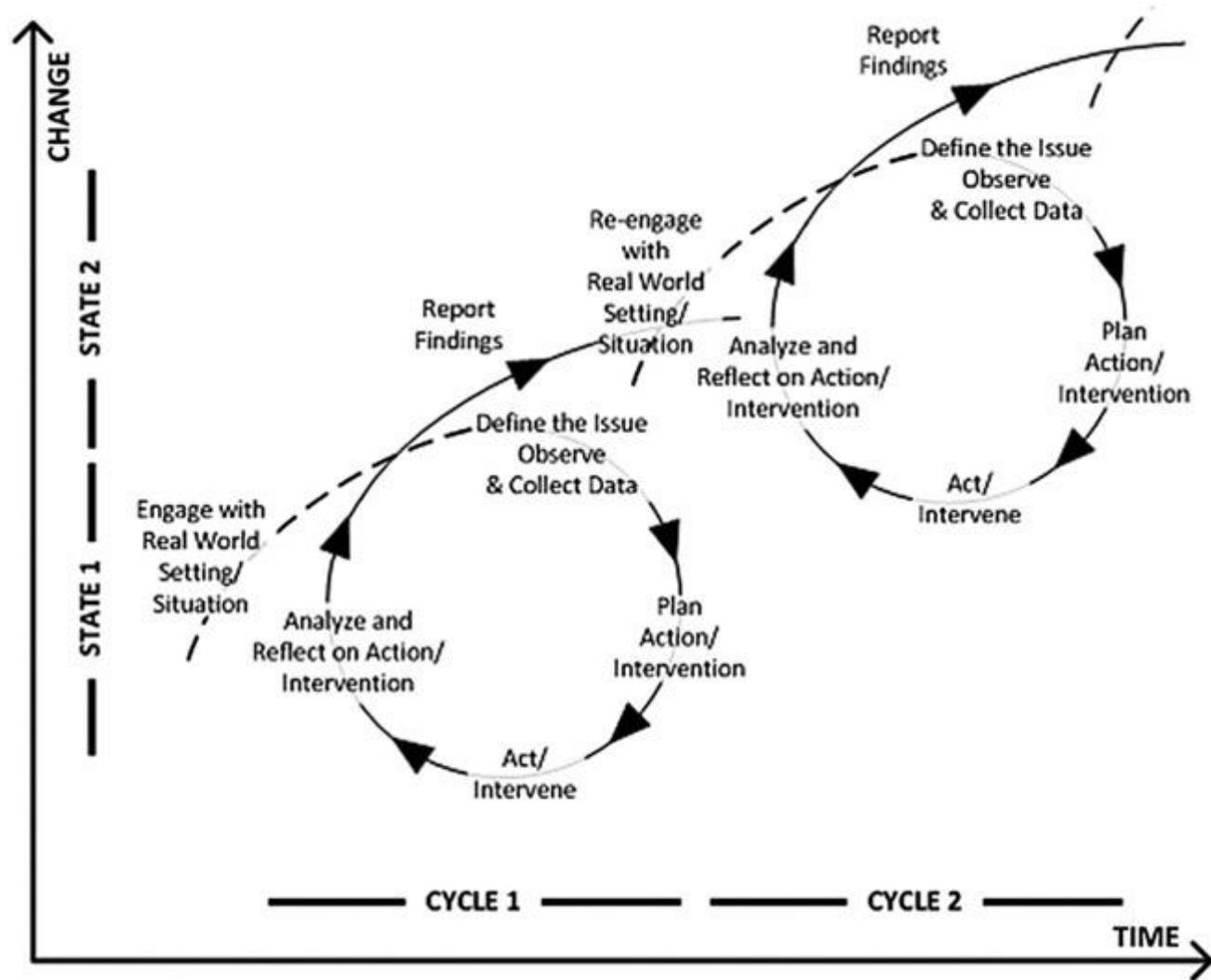


Research onion; Saunders et. al. (2012, p. 160) in Research Methods for Business Students

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# Cycles of inquiry



# Marking criteria for Element 010

|                                                                   | Marks     |
|-------------------------------------------------------------------|-----------|
| 1. <b>Entrepreneurial Opportunity</b>                             | 10        |
| 2. Research Methodology                                           | 10        |
| 3. <b>Community of Practice</b>                                   | 10        |
| 4. Use of Literature / Sources                                    | 15        |
| 5. <b>Analysis of the entrepreneurial opportunity / challenge</b> | 10        |
| 6. Conclusions & recommendations                                  | 10        |
| 7. Reflection on learning / skills to take forward                | 15        |
| 8. Academic Literacy skills                                       | 5         |
| 9. Project Proposal & Plan                                        | 15        |
|                                                                   | 100 marks |

# 公開DPCデータを利用した二次医療圏における 急性期病院の機能分化分析と経営戦略策定

小松市民病院 北川 育秀

# 研究仮説

- ▶ ある地域において、各医療施設を差別化し役割を調整することで、地域における医療サービスを最適化し、医療施設自身の経営を安定させることが可能である。

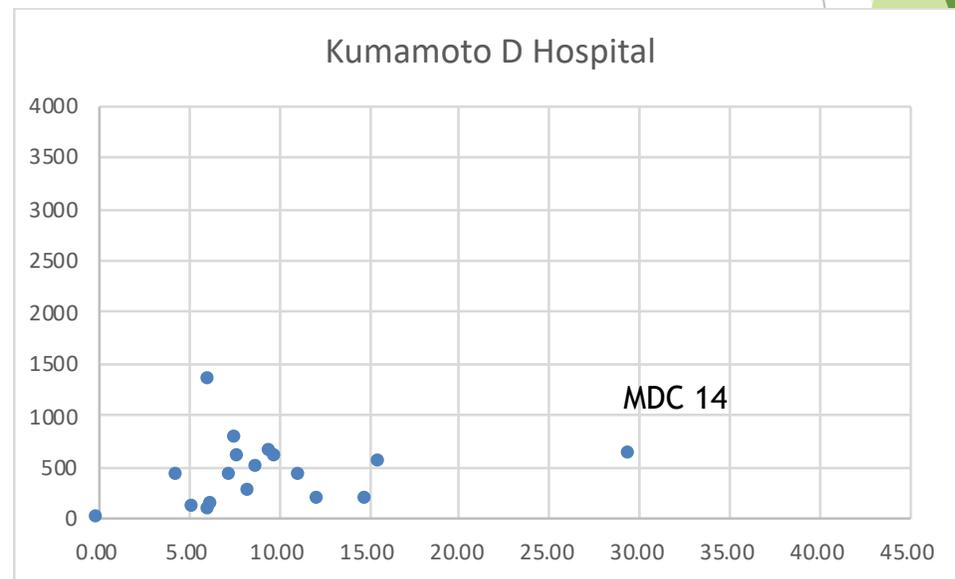
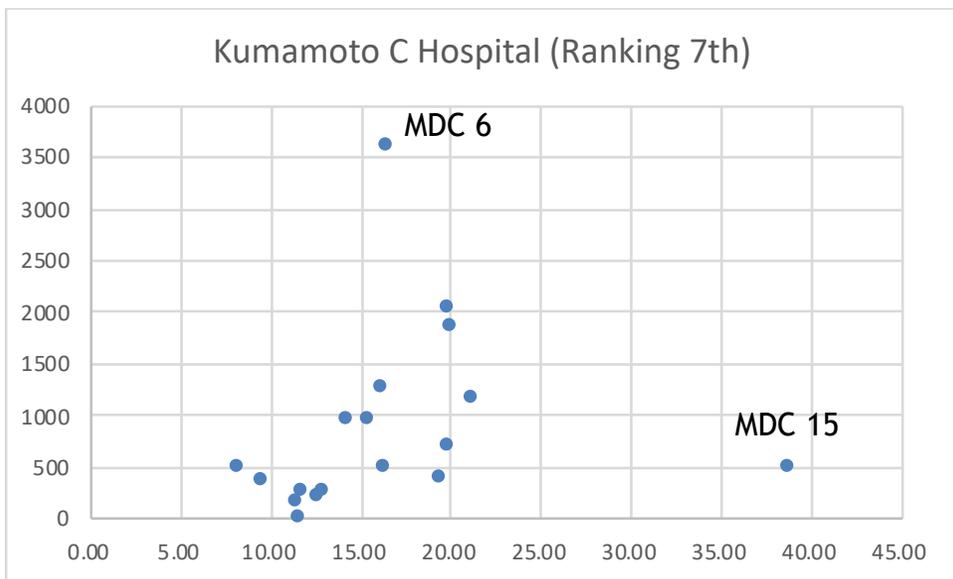
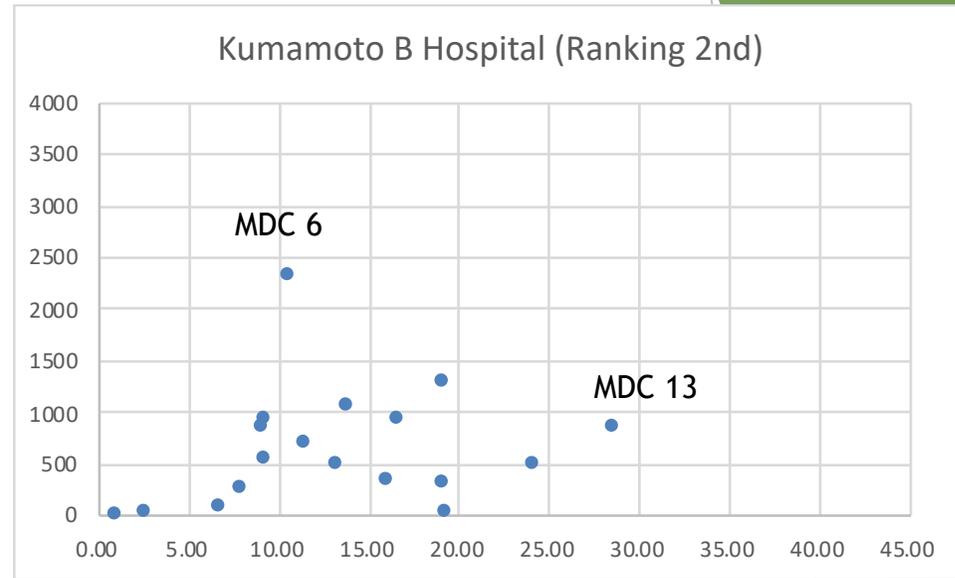
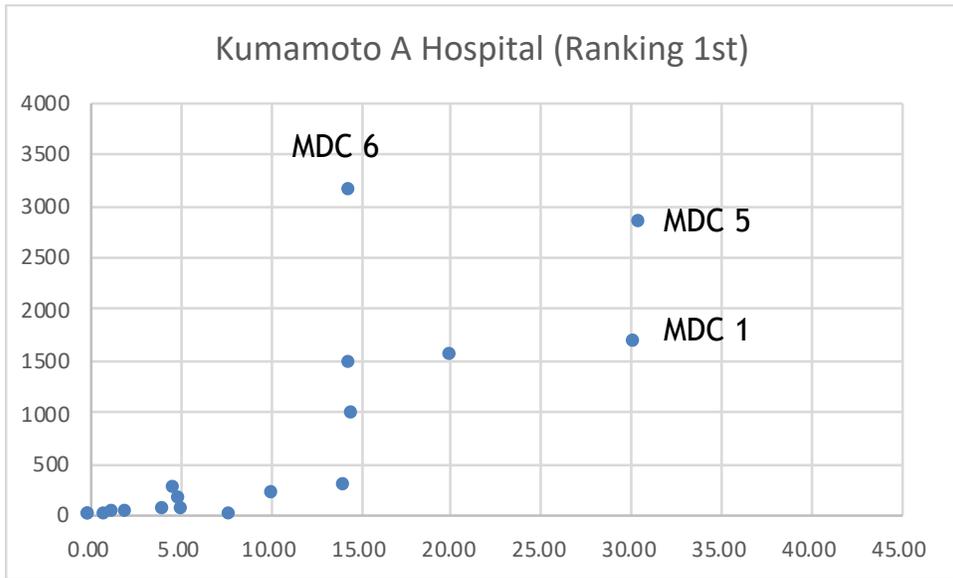
# 目的

- ▶ 成功モデル都市（熊本市）において各急性期病院の疾患別専門性と経営管理状況を検討する。  
(岩崎 2015 商大ビジネスレビュー 5; 17-32)
- ▶ 現状モデル都市（横浜市西部）において同様の検討を行い、成功への道程を提案する。

# 方法

- ▶ 各病院の経営的、社会的指標として、2015年度日経ビジネスオンライン病院経営力ランキングを使用した。
- ▶ 厚生労働省の各種DPCデータより、2015年度施設概要表（150754）とMDC別医療機関別件数（151026）をダウンロードし、二次医療圏での病床競合指数と各病院のMDC別入院患者数率（患者シェア）を算出した。MDC別患者数の手術の有無については合算した。

The number of annual patients in each disease category (N)



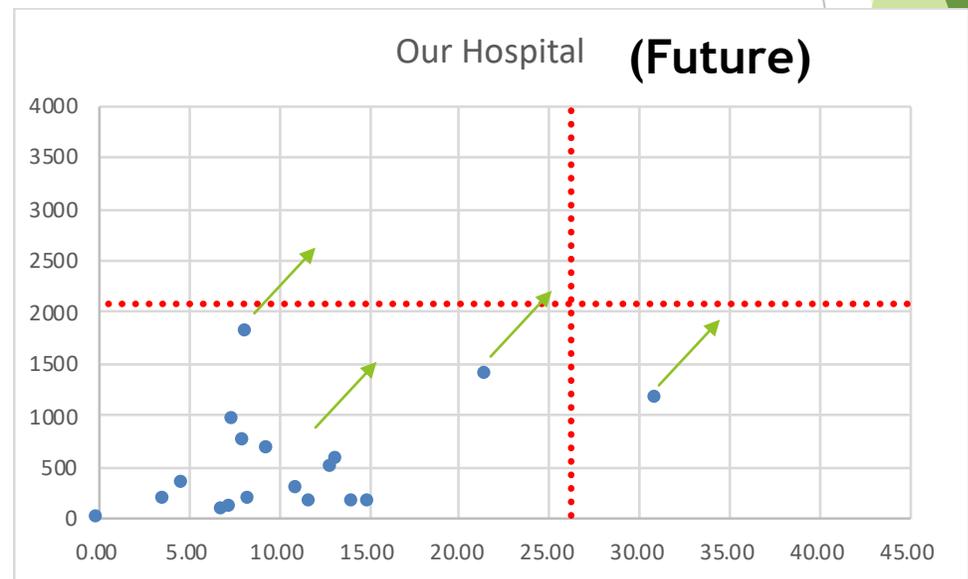
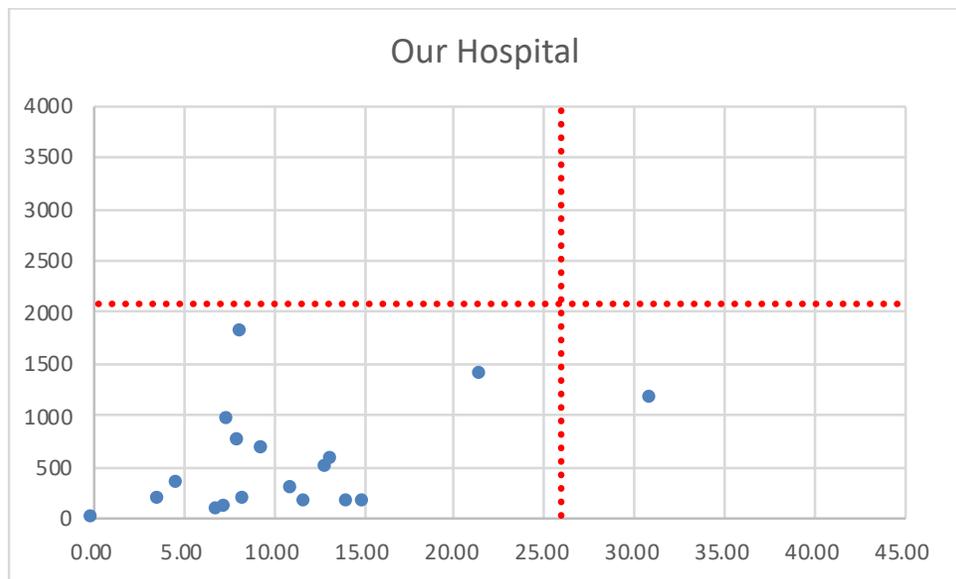
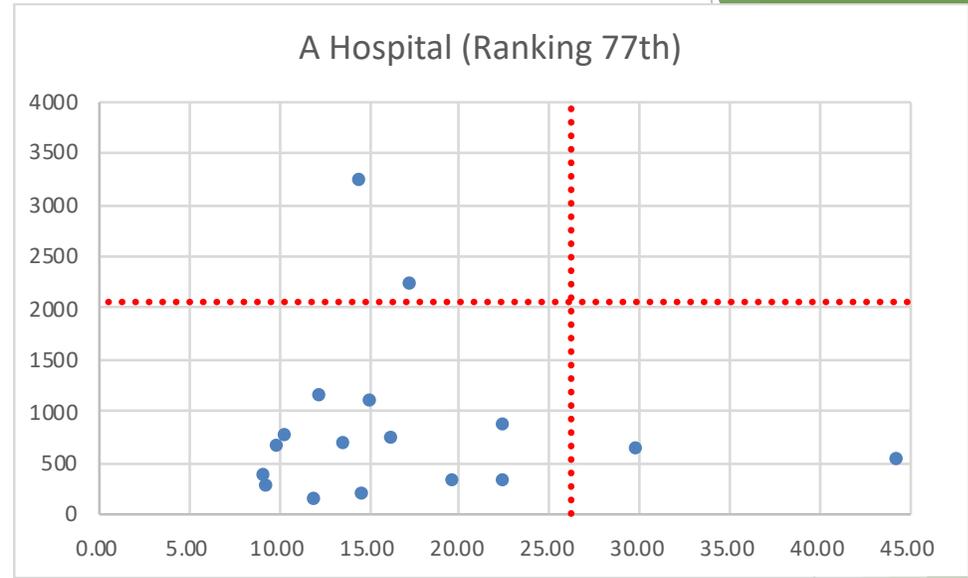
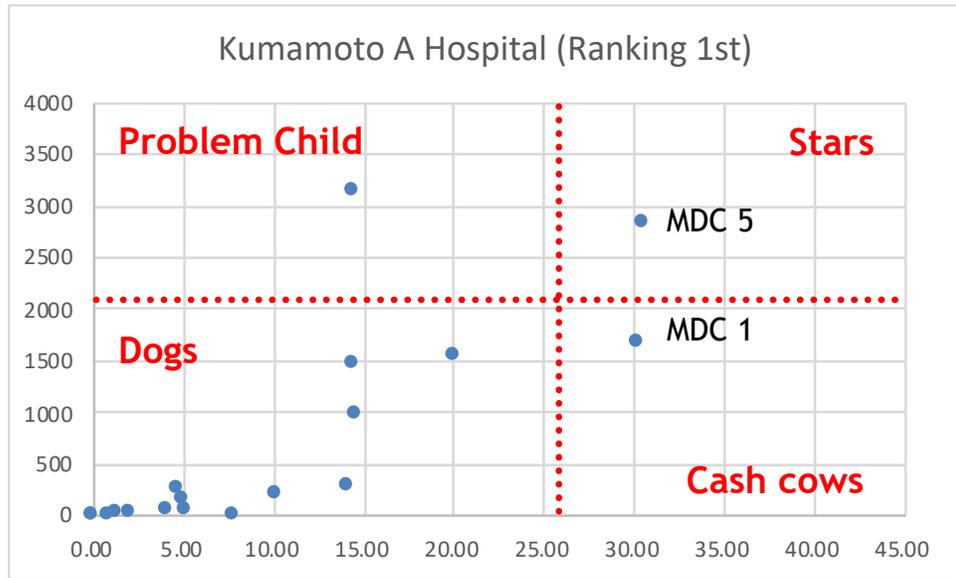
The ratio of each disease category in the region (%)

# 地域の状況

| Variables                     | Kumamoto City                                            | Our region            |
|-------------------------------|----------------------------------------------------------|-----------------------|
| Population                    | 750,000                                                  | 800,000               |
| Total beds in DPC system      | 4,308                                                    | 4,415                 |
| Hospitals in DPC system       | 16                                                       | 15                    |
| University or Cancer Hp       | 1                                                        | 1                     |
| Hospitals > 300 beds          | 6                                                        | 6                     |
| Within management ranking     | 3 (1 <sup>st</sup> , 2 <sup>nd</sup> , 7 <sup>th</sup> ) | 1 (77 <sup>th</sup> ) |
| HHI calculated by No. of beds | 974                                                      | 846                   |

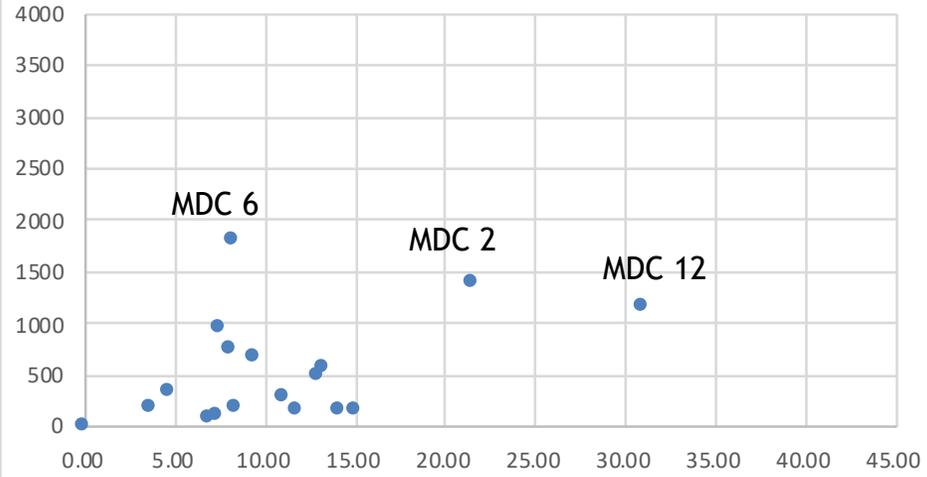


The number of annual patients in each disease category (N)

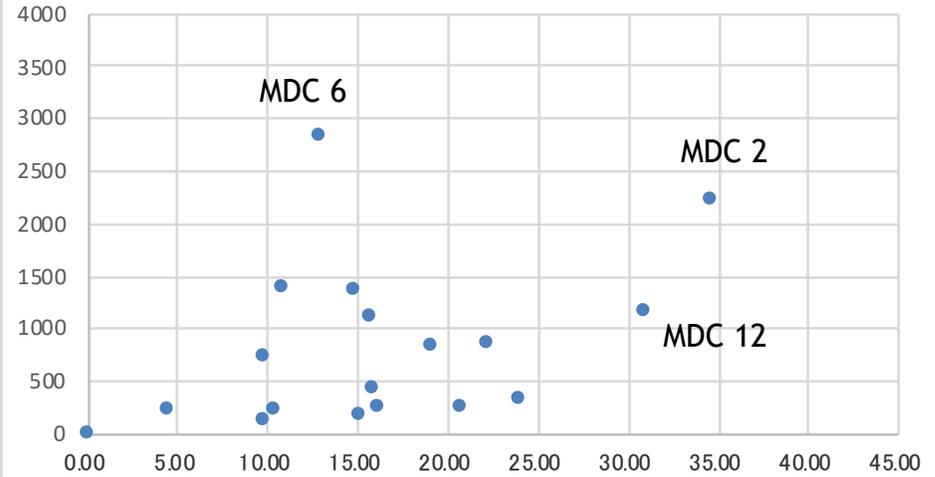


The ratio of each disease category in the region (%)

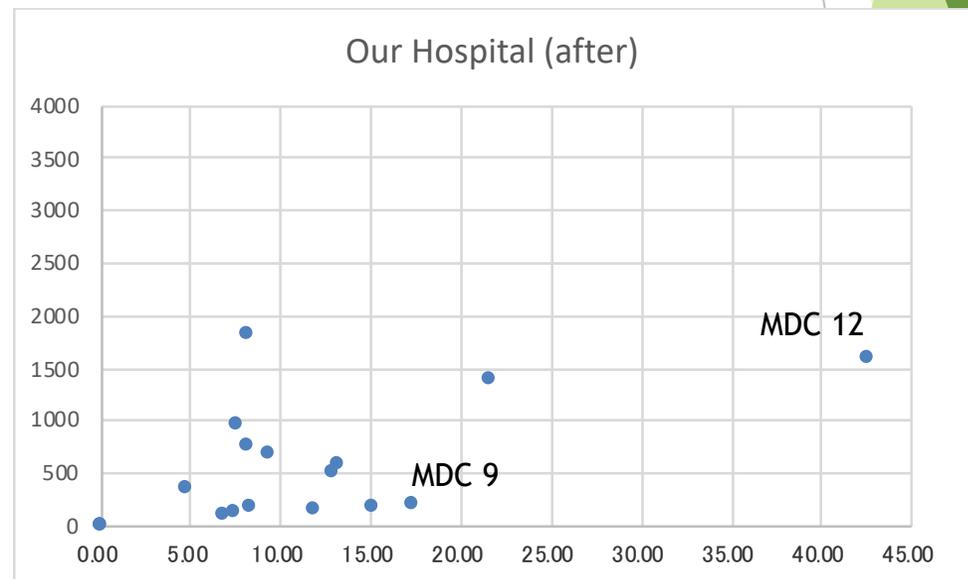
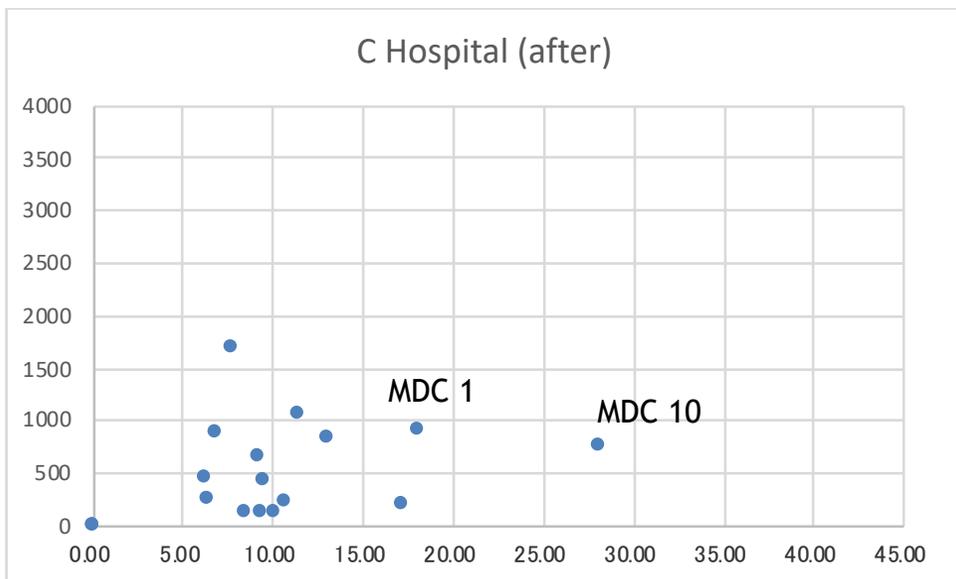
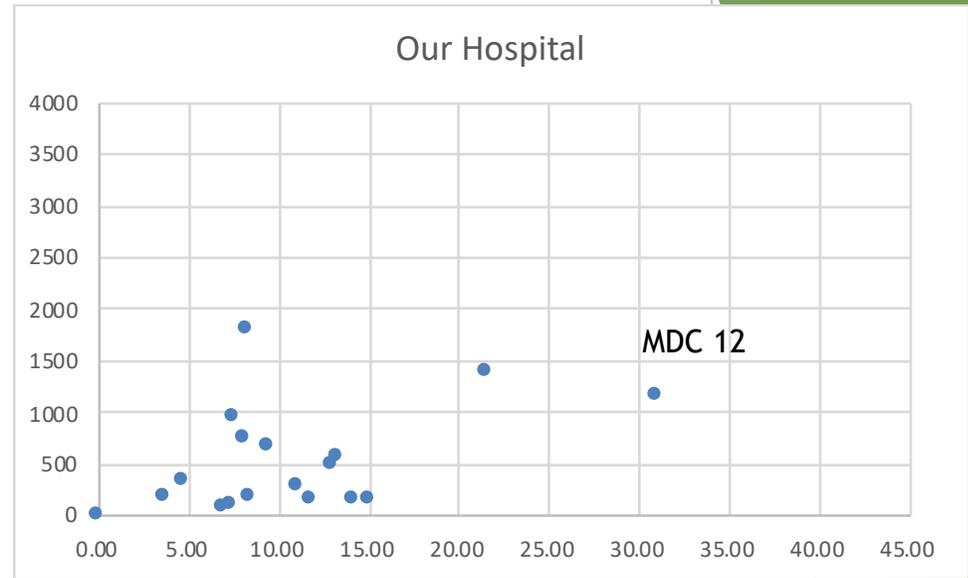
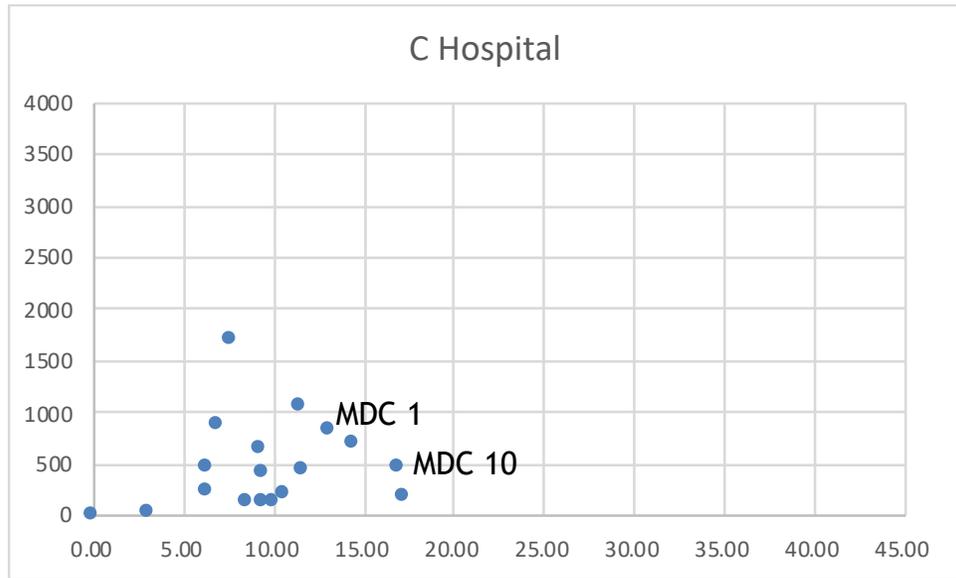
Our Hospital



M & A



The number of annual patients in each disease category (N)



The ratio of each disease category in the region (%)

# 考察

- ▶ 病院経営ランキングに挙げられる病院は強みとする疾患群 (MDC)を有していた。マーケティング理論によるProduct Portfolio Managementが行われていた。
- ▶ 疾患群の機能分化により地域における急性期病院の共存が可能と思われた。
- ▶ 病院間のM&Aや部門統合により経営管理的に安定する可能性が示唆された。

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# Marking criteria for Element 010

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| 3. Community of Practice                                   | 10        |
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| 5. Analysis of the entrepreneurial opportunity / challenge | 10        |
| 6. Conclusions & recommendations                           | 10        |
| 7. Reflection on learning / skills to take forward         | 15        |
| 8. Academic Literacy skills                                | 5         |
| 9. Project Proposal & Plan                                 | 15        |
|                                                            | 100 marks |

# Reflectionって？

- ▶ このコースを通して得た経験と感想
- ▶ 今後の自分と組織についての展望
  
- ▶ 12/15点取れたのであながち間違いではないと思っています。

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## 8. List of Appendices

Appendix 1 The ethical requirements for the module

Appendix 2 Ethics approval for this research project

Appendix 3 The data sample of the number of inpatient's bed in Japan

Appendix 4 The data sample of the DPC system regarding MDC

Appendix 5 Certificate of acceptance in the course program

Appendix 6 The photo in a creativity workshop

Appendix 7 Peer review of Project Proposal and Plan

Appendix 8 Response to peer review of Project Proposal and Plan

Appendix 9 Project Proposal and Plan, and Formative feedback

Appendix 10 Response to formative feedback of Project Proposal and Plan

Appendix 11 Student self-assessment

# Overview of key deadlines - UK time

|                                                      |                                                                                                                                                                |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Thursday 11 <sup>th</sup> April                      | Deadline for submission of full bundle of documents applying for ethical approval to a fellow student for peer review                                          |
| Monday 15 <sup>th</sup> April                        | Deadline for receipt of feedback and action points from fellow student                                                                                         |
| Thursday 18 <sup>th</sup> April                      | Deadline for submission of duly revised full bundle of documents applying for ethical approval to Supervisor for formative feedback                            |
| Thursday 25 <sup>th</sup> April                      | Deadline for student receipt of feedback & action points from Supervisor                                                                                       |
| Thursday 2 <sup>nd</sup> May                         | Deadline to submit revised and final version of ethical approval application to Supervisor                                                                     |
| Friday 3 <sup>rd</sup> May                           | Supervisor submits to Ethical Approval Committee                                                                                                               |
|                                                      | Outcome to student by end of May / early June with research commencing c. 1 <sup>st</sup> June 2019 if approved                                                |
|                                                      | If ethical application not approved the resubmission decision likely to be end of June with research commencing c. 1 <sup>st</sup> July 2019 assuming approved |
| Students determine date                              | Students to submit their Project Proposal and Plan to another student for peer review                                                                          |
| Friday 19 <sup>th</sup> July                         | Deadline to submit Project Proposal and Plan to Supervisor for formative feedback                                                                              |
| Friday 6 <sup>th</sup> September                     | Deadline for submission of any draft work to Supervisor for comment on max. of 20%; students should indicate where feedback required                           |
| Friday 27 <sup>th</sup> September<br>13:59 (UK time) | Final project report due                                                                                                                                       |

# EA Supervisory Feedback Policy

- ▶ Based upon the University's recently issued policy on draft student work.
- ▶ Review of **ethical application** (once) with formative feedback provided; should have been peer reviewed.
  - ▶ Deadline to Supervisor Thursday 18<sup>th</sup> April 2019 - via email.
- ▶ Review of **Project Proposal & Plan** (once) with formative feedback provided; should have been peer reviewed.
  - ▶ Deadline to Supervisor Friday 19<sup>th</sup> July 2019 - via Turnitin.
- ▶ Review of **20% of final draft research project** with **student directing focus of feedback based on self-assessment**.
  - ▶ Deadline to Supervisor Friday 6<sup>th</sup> September - via email.

# Overview of key deadlines - UK time

|                                                             |                                                                                                                                                                |
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