MBA
program in international business

2019
Creating Global Leaders

All courses in English Located in central Tokyo
Classes offered on weekday evenings and Saturdays
Mission Statement

Tsukuba MBA in International Business develops ambitious individuals into responsible global leaders.

The Tsukuba MBA-IB Program was established in 2005 as a Professional Degree Program on the University of Tsukuba’s Tokyo Campus to develop international business management professionals who can act autonomously in the new global business environment.

Welcome from the Chair

Within a little more than a decade, Tsukuba MBA-IB has achieved its goal to develop ambitious individuals into responsible global leaders. In a VUCA world – characterized by volatility, uncertainty, complexity, and ambiguity – global leaders are required to have keen insights for the future, strong problem-solving abilities, and autonomous leadership skills. In order to develop those essential management capabilities, MBA-IB provides a truly global education program, taught entirely in English, from both academic and practical business perspectives. Since 2005, we have been adapting our structured curriculum, which cuts across traditional MBA courses associated with a wide range of electives to meet the needs of our Japanese and international students.

MBA-IB is a closely-knit community consisting of diverse faculty members and students. We provide an attractive and convenient learning environment located in central Tokyo and surrounded by greenery. We sincerely hope that many more motivated working professionals will continue to come together and learn at MBA-IB, thus creating value for society.

Chair, Professor  Takashi Hirai
**CORE FEATURES**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>All courses in English</td>
<td>English is the official language for use in all classes as well as for program operations.</td>
</tr>
<tr>
<td>2-year program for working professionals</td>
<td>Acquire knowledge and build skills required for global business over two years.</td>
</tr>
<tr>
<td>Classes on weekday evenings and Saturdays</td>
<td>MBA-IB coursework is designed for busy business people.</td>
</tr>
<tr>
<td>Modern facilities located in Central Tokyo</td>
<td>Leading education district surrounded by nature, easy access from major train stations in Tokyo.</td>
</tr>
<tr>
<td>A top-ranked National University</td>
<td>The University of Tsukuba is a National University, well-known in Japan and abroad for its distinguished research and teaching achievements (RU11 member university*).</td>
</tr>
</tbody>
</table>

*RU11 is a consortium which consists of 11 Top Research Universities in Japan (Hokkaido University, Tohoku University, University of Tsukuba, The University of Tokyo, Tokyo Institute of Technology, Nagoya University, Kyoto University, Osaka University, Kyushu University, Waseda University, Keio University), which are highly active in the international academic community.

**LEARNING ENVIRONMENT**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A wide variety of interactive courses</td>
<td>Students can customize their own coursework depending on their interests and objectives.</td>
</tr>
<tr>
<td>International learning opportunities</td>
<td>MBA-IB offers exchange and fieldwork programs that allow students to learn at partner universities and visit global companies and actual ODA sites outside of Japan.</td>
</tr>
<tr>
<td>Practice and academic-oriented business projects</td>
<td>Students can choose their own topic and select a format from five different types of Business Projects.</td>
</tr>
<tr>
<td>Diverse faculty and students</td>
<td>Approximately half of the faculty is made up of international professors, and the student body includes about a quarter of international candidates.</td>
</tr>
<tr>
<td>Low student-to-faculty ratio</td>
<td>Usually less than five students per faculty, allowing deep and meaningful learning opportunities.</td>
</tr>
</tbody>
</table>
I conduct research and guide students in their business project to uncover the latent factors behind economic, financial or accounting data.

Our program caters to ambitious individuals who aspire to make sense of and succeed in today’s complex global business environment.

Our students engage in interactive discussions with a diverse body of faculty and benefit from small-size classes and seminars.
Chihiro Hosoya
MBA-IB Graduate
Class of 2017

This intensive two-year program for working professionals was not just a place to learn state-of-the-art academic knowledge from high quality professors, it was also a laboratory to develop new business competencies through active interactions with my classmates. Opportunities such as group projects, overseas field work, seminars and much more were all stimulating experiments for me. I wish all future students enjoy their new endeavor to awake unlimited potential at MBA-IB.

Yamato Adachi
MBA-IB Graduate
Class of 2018

I chose the Tsukuba MBA-IB program because my goal was to gain more international experience and have interactions with people from different industries and countries. I was looking for a program that promotes diversity in every aspect.

The diversity and quality of the classes in Tsukuba MBA-IB made for interesting class discussions, at the same time enhancing the overall learning experience. Moreover, the faculty was committed and extremely supportive of me and my Business Project, in pushing my initiative through the right channels. This program has opened the door for me to a new set of opportunities I would not have had access to without these experiences.

Bryce Raynor
MBA-IB Graduate
Class of 2019

In 2017, I made the decision to join the Tsukuba MBA-IB Program in order to gain a greater understanding of international business. Since I specialized in Psychology in my undergraduate years, I felt that I lacked a lot of essential knowledge in areas such as Accounting, Finance, Marketing and Management. Over the two years in this program, I have become more familiar with all facets of business management through the courses provided by the program and built relationships with professors, lecturers and colleagues came from diverse backgrounds. Thanks to this program, I feel that I have the tool set and the network to help me create the change I want to make in my field and in my career.

I urge future students to be open to making mistakes, eager to learn and daring to take advantage of all the opportunities that University of Tsukuba offers.
Diversity

Student Profile

- Students: 66
- Average Age: 36.7
- Female: 33.3%
- International Students: 28.8%
- Countries: 14
- Years of Work Experience: 12.5

Academic Background

- Science, Engineering: 35%
- Economics, Business: 29%
- Law, Politics: 20%
- Others: 7%
- Other: 9%

Career Background

- Manufacturing: 24%
- Finance, Insurance, Securities: 21%
- IT, Software, Telecom: 12%
- Transportation, Utilities: 12%
- Pharmaceutical, Medical device: 11%
- Distribution, Trading: 12%
- Others: 8%

*Students data as of 1st April 2019
To achieve our mission in developing global leaders with competencies to deal with the international business environment, our MBA program provides well balanced course work based on five areas of study: Organizational Management, Business Strategy, International Adaptability, Applied Information and Common Area.

**Typical Course Load**

<table>
<thead>
<tr>
<th>Year One</th>
<th>Spring A · Spring B</th>
<th>Spring C · Fall A</th>
<th>Fall B · Fall C</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Core, Electives &amp; Seminar I</td>
<td>Core, Electives &amp; Seminar II</td>
<td>Core, Electives &amp; Seminar III</td>
<td>Core 8</td>
</tr>
<tr>
<td></td>
<td>Electives &amp; Seminar IV</td>
<td>Electives &amp; Seminar V</td>
<td>Business Project (3 months)</td>
<td>Elective 24</td>
</tr>
<tr>
<td>Year Two</td>
<td></td>
<td></td>
<td></td>
<td>Seminar 5</td>
</tr>
</tbody>
</table>

Most courses are structured around five 150-minute classes and given all day on Saturdays (8:55 – 21:00) and on weekday evenings (18:20).
Courses as of April 2019 (not all courses are listed below)

## Compulsory Courses

<table>
<thead>
<tr>
<th>Core Courses (for First Year students)</th>
<th>Elective Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Organizational Management I</td>
<td>- Finance I: Corporate Finance</td>
</tr>
<tr>
<td>- Organizational Management II</td>
<td>- Accounting I: Basic Accounting Theory</td>
</tr>
<tr>
<td>- Business Strategy I: Business Strategy</td>
<td></td>
</tr>
</tbody>
</table>

### Seminars
- Seminar I, II, III (for First Year students)
- Seminar IV, V (for Second Year students)

### Business Project
Business Project (for Second Year students)

## Elective Courses

<table>
<thead>
<tr>
<th>Organizational Management Area</th>
<th>Business Strategy Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Business Anthropology</td>
<td>- Accounting II: Financial Analysis</td>
</tr>
<tr>
<td>- Executive Soft Power for Global Business Management</td>
<td>- Accounting III: Managerial Accounting</td>
</tr>
<tr>
<td>- Global Skills I: Coaching to Grow People</td>
<td>- Business Ethics</td>
</tr>
<tr>
<td>- Global Human Resource Management</td>
<td>- Entrepreneurship I: Entrepreneurship</td>
</tr>
<tr>
<td>- Global Knowledge I: Global Business and International Human Resource Management</td>
<td>- Entrepreneurship II: Demand Chain and Innovation</td>
</tr>
<tr>
<td>- Organizational Management II: Professional Manager</td>
<td></td>
</tr>
</tbody>
</table>

### Business Strategy Area
- Accounting II: Financial Analysis
- Accounting III: Managerial Accounting
- Business Ethics
- Business Model Innovation
- Entrepreneurship I: Entrepreneurship
- Entrepreneurship II: Demand Chain and Innovation

### International Adaptability Area
- Applied International Political Economy
- Business Studies II (Seminar)
- Business Ethics
- Business Model Innovation
- Cross Cultural Management I: Managing Across Borders
- Cross Cultural Management II: The Challenges of Globalization

### Applied Information Area
- Business Simulation
- Data Analysis I: Introduction to Data Analysis
- Data Analysis II: Principle of Quantitative Research
- Data Analysis III: Data Mining
- Introductory Data Analysis: Invitation to Quantitative Analysis

### Common Area
- Business Communication Skills I
- Business Project Writing
- Case Study Practice

### Degree Requirements (Number of Credits Needed)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>8</td>
</tr>
<tr>
<td>Business Project</td>
<td>6</td>
</tr>
<tr>
<td>Elective*</td>
<td>24</td>
</tr>
<tr>
<td>Basic 2**</td>
<td>2</td>
</tr>
<tr>
<td>Seminar</td>
<td>6</td>
</tr>
</tbody>
</table>

**Minimum 24
**Credits of Basic Courses are not included for Degree Requirements 1 credit per course (except Business Project)

## Business Project

The In-Company Project is carried out at the student's workplace, and generally involves some aspect of research, development, or planning that is important to the student's employer.

## ICP

In the Independent Research Report, students are expected to write an academic dissertation equivalent to that of a master thesis. Students will need to review relevant literature, establish a research question or analytical framework, develop hypotheses, and collect and analyze public or original data.

## IRR

During an Overseas Internship, students will experience practical training in a foreign country by interning with a foreign company or a subsidiary of a multinational company (including a Japanese-affiliated company) located overseas.

## OI

During a Japan Internship, students will experience practical training in Japan by interning with a Japanese company or a subsidiary of a multinational company located in Japan.

## Cross Registration

MBA-I3 students may register for courses offered by other graduate-level programs of the University of Tsukuba. A total of 10 credits from other graduate programs can be counted towards the 24 elective credits required for graduation upon approval by the MBA-I3 faculty.
GLOBAL NETWORK

Tsukuba Short-term Study Program (TSSP)

MBA-IB has entered into student exchange programs with 10 leading overseas universities under the Tsukuba Short-term Study Program (TSSP). TSSP is a great opportunity for MBA-IB students who would like to get exposed to the business cultures of other countries. Exchange students from each side are enrolled as visiting students and remain members of their home institutions. They are exempted from tuition and registration fees at the host institution.

Overseas Business Studies

Students visit, learn about, and deliver presentations to companies and institutions operating in a range of innovative industries in various overseas locations such as Berlin, Silicon Valley and Singapore.

Development Fieldwork

In 2017, students visited and studied various project sites related to development assistance. In the past, students have conducted fieldwork in countries such as Indonesia, Vietnam, Cambodia and Myanmar.
COLLABORATION with INDUSTRY

Speaker Series

MBA-IB invites industry experts and leaders to a series of interactive and eye-opening sessions on a plethora of contemporary business topics.

CFA Institute Research Challenge

Chartered Financial Analyst (CFA) Institute Research Challenge
Since 2006, more than 10,000 students have participated in this "investment Olympics", and competed in equity analysis, report writing, and presentation skills. Tsukuba MBA-IB team was the Japan winner in 2010, 2014 and 2017, finalist in 2011, 2012, 2013 and 2016.
Faculty Members

Caroline F. Benton
Vice President of Global Affairs
PhD (Industrial Engineering and Management) Tokyo Institute of Technology
Research Areas: Global Leadership, Knowledge Management, Business Strategy

Junjian Gu
PhD (Economics) Nagoya University
Research Areas: Accounting Quality, Auditing, Fundamental Analysis, Taxation
Courses: Basic Accounting Theory, Managerial Accounting, Financial Analysis

Takashi Hirai
Program Chair
PhD (International Studies) Waseda University
Research Areas: Management of Technology, Innovation, Business Model, Comparative Strategy
Courses: Business Model Innovation, Technology Management, Demand Chain, Innovation

Yasunobu Kino
PhD (Systems Management) University of Tsukuba
Research Areas: Systems Modelling, Software Development
Courses: Project Management, Systems Design Theory

Remy Magnier-Watanabe
PhD (Industrial Engineering and Management) Tokyo Institute of Technology
Research Areas: Cross-Cultural Management, International Business, Knowledge Management
Courses: Managing across Borders, the Challenges of Globalization, Case Study Practice

Hirosa Nagai
PhD (Management) Kogakuin University
Research Areas: Global Leadership, International Human Resources Development
Courses: Organizational Behavior, Professional Manager

Tadashi Ono
PhD (Statistics) Graduate University for Advanced Studies
Research Areas: Corporate Finance, Default Prediction, Liquidity Crisis
Courses: Corporate Finance, Valuation, Derivatives, Introduction to Economics

Mina Ryoke
PhD (Engineering) Osaka University
Research Areas: Data Analysis, System Modeling and Simulation, Soft Computing, Affective Engineering
Courses: Invitation to Data Analytics, Invitation to Quantitative Analysis, Data Mining, Business Simulation, Business Mathematics (Shared), Operations Management (Shared)
Caroline S.L. Tan
PhD (Marketing)
Kofo University
Research Areas: Food marketing, Corporate Social Responsibility, Hedonic Consumption, Cause marketing, Prosocial Behaviour, Word of Mouth, Consumer Decision Making
Courses: Marketing Management, Branding, Business Ethics, Corporate Social Responsibility, Global Marketing, Overseas Business Seminar, Digital Marketing, Marketing Research, Marketing Survey

Aki Tonami
PhD (Global Environmental Studies)
Kyoto University
Research Areas: International Political Economy, Foreign Policy Analysis, Development and Environment, Asia-Europe relations
Courses: International Relations and Economics, ODA Project Management

Hua Xu
PhD (Engineering)
Hiroshima University
Research Areas: Operations Management Systems Approach
Courses: Decision Analysis, Risk Analysis, Business Mathematics (Shared), Operations Management (Shared)

Yi Zhu
PhD (Japanese Studies)
The University of Hong Kong
Research Areas: Business Ethnography, Corporate Culture, Human Relations, Institutional Control, Globalization and Culture

Advisory Board

Mr. Ryuzo Kodama
Chairperson

Mr. Hidehiro Konno
Board Member, Mitsubishi Corporation

Mr. Jeffrey McNeill
President of the Harvard Business School Club of Japan, President and Founder of Market Makers Inc., Tokyo
Alumni Snapshot

HIGH LEVELS OF SATISFACTION

73% satisfied with their job
9 out of 10 would recommend MBA-IB

PERSONAL AND PROFESSIONAL GROWTH

83% say MBA-IB contributed to their career

INTERNATIONAL ALUMNI

20% of alumni work abroad in cities such as Abu Dhabi, Islamabad, Singapore, Hong Kong, London, Washington, New York, Seattle, San Francisco, and Paris

80% report enhanced intellectual & personal growth

1 in 5 graduate is promoted to a higher position within 1 year after graduation

89.3% OF GRADUATES REPORTED A SALARY INCREASE

6 TOP ACQUIRED SKILLS

- 73% Oral Presentation Skills
- 66% Strategic Thinking Skills
- 65% Team Building Skills
- 63% Speaking Skills
- 62% Ability to work in a setting of diversity
- 60% Logical Thinking Skills

MORE THAN 70% IN MIDDLE TO EXECUTIVE LEVEL

Entry
Middle
Senior
Executive
C-suite

10% 20% 30%
Admission Information
for Classes begin on 1st April 2020

NUMBER OF STUDENTS ADMITTED AND STUDY PERIOD

30 students 2 year program

DEGREE CONFERRED

Master of International Business Administration
*Professional Degree
国際経営修士（専門職）

ADMISSION QUALIFICATION

Bachelor holders with significant work experience

Admission Schedule

1. Check Application Guidelines

Application Guidelines are available at http://www.office.otsuka.tsukuba.ac.jp/wp/examinee/business_sience/international_ma/ap

2. Web Entry and Application Document Submission

Tuesday 10th September 2019 - Saturday 28th September 2019
Eligibility Screening
Tuesday 20th August 2019 - Saturday 31st August 2019
Eligibility screening is required for applicants who do not hold a bachelor's degree before Web Entry.

3. First Screening Result

Friday 25th October 2019

4. Second Screening (Interview)

Saturday 9th November 2019 (For Applicants residing overseas)
Sunday 10th November 2019 (For Applicants residing in Japan)

5. Second Screening Result

Friday 29th November 2019

6. Admission Procedure

Before mid-February 2020
*Admission fee ¥282,000; *Annual tuition ¥535,800 (Total two years ¥1,353,600)
*as of 1st April 2019

For further details, please access our website: http://www.mbaib.gsbs.tsukuba.ac.jp/admissionindex

Admission Statistics (average in the past three years)

<table>
<thead>
<tr>
<th>Applicants</th>
<th>Successful Applicants</th>
<th>Admitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>91 (38)</td>
<td>34 (9)</td>
<td>31 (8)</td>
</tr>
</tbody>
</table>

(Numbers in brackets: International students)
MBA Program in International Business,
Graduate School of Business Sciences,
University of Tsukuba

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