



# MBA

program in international business



## Creating Global Leaders

**All courses in English**

**Located in central Tokyo**

**Classes offered on Weekday Evenings and Saturdays**



**筑波大学**

*University of Tsukuba*

# About the Tsukuba MBA-IB Program

## 国際経営プロフェッショナル専攻概要

The Tsukuba MBA-IB Program was established in 2005 with an educational philosophy of effectively developing international business management professionals who can act autonomously in the new global business environment. The program offers a wide range of classes and an opportunity to conduct an individualized business project aimed at supporting the career plans of diverse students.

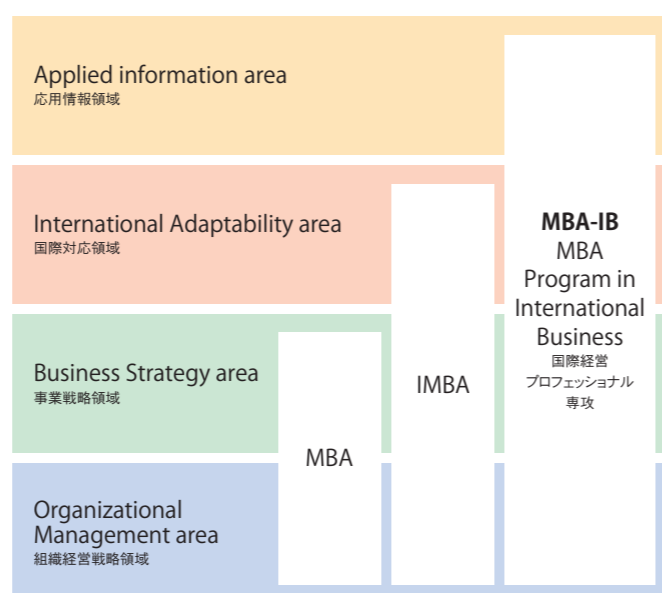
国際経営プロフェッショナル専攻は、2005年4月に専門職大学院課程として設置されました。本専攻では、国際的な経営環境の潮流を的確に分析しながら、国内と海外の戦略の一貫性に基づく統合的なマネジメント機能をもつ国際経営プロフェッショナルの育成を目指します。幅広い領域における国内外からの教員による講義と学生個々の多様なニーズに対応した「ビジネスプロジェクト」を導入しています。

## Unique Features of the Tsukuba MBA-IB Program

### 国際経営プロフェッショナル専攻の特色

The MBA-IB Program was launched as a professional school located on the University of Tsukuba's Tokyo campus to develop global managers equipped for careers in international business. To further this aim, all classes are taught in English and approximately half of the faculty is made up by foreign lecturers and business leaders. The student body is also diverse with students from more than 20 countries.

To respond to the globalization of the economy and the exponentially-increasing advances in ICT, the MBA-IB Program incorporates the areas of "Applied Information" and "International Adaptability" to the traditional business school areas of "Organizational Management" and "Business Strategy." The MBA-IB Program is designed to nurture the students' ability to tackle complex business issues through a structured and practical curriculum that encompasses these four areas of interdisciplinary study.



## Graduate School of Business Sciences

### 大学院ビジネス科学研究科(東京キャンパス)

The Graduate School of Business Sciences offers four other practical and advanced programs for business professionals with classes that are typically conducted on weekday evenings and Saturdays. It is a comprehensive evening graduate school offering three degrees—Master, Doctoral and Professional. To facilitate commuting for those who work in the center of Tokyo, all lectures and guidance for thesis research are held on the Tokyo campus. MBA-IB students can take courses from other programs, and transfer up to ten credits as cross-registered courses.



# MBA-IB Program

## Features and Coursework

### 国際経営プロフェッショナル専攻コースの説明

The four unique features listed below are designed to achieve the educational goals of this program and provide opportunities, skills and knowledge required in the global professional world.

本専攻の教育目標を実現し、国際競争力のある専門職大学院にふさわしい教育プログラムを提供するため、言語、講義、実習に関して4つの特色ある教育方法を実施します。

- 1 Interactive lectures by leading academics and practitioners.  
国際的に活躍する実務家・研究者による実践的な講義
- 2 Business project directly related to each student's specific area of expertise.  
専門業務に直結したビジネスプロジェクト
- 3 Support for students' individual career design with a wide selection of electives.  
幅広い選択科目による個人のキャリアデザイン支援
- 4 Proactive, mutual learning among students of diverse profiles.  
多様な受講生間の創発的学習

Most courses in the MBA-IB Program in International Business are structured around five 150-minute classes. Each course is worth one credit. MBA-IB classes are given all day on Saturdays (8:55-21:00) and on weekday evenings (18:20-21:00). Students are required to earn 32 lecture credits, 5 seminar credits and 8 business project credits (scheduled during the last term), completing a minimum of 45 credits required for earning the degree in two years.

国際経営プロフェッショナル専攻では、標準150分の授業を平日夜間は1コマ(18:20-21:00)、土曜日は4コマ(8:55-21:00)開講しています。また、標準的な授業は、150分×5回(5週)で完結し、1単位を修得できます。2年間の標準的な履修方法としては、講義科目32単位、セミナー科目5単位、ビジネスプロジェクト8単位(最終学期)を履修し、修了に必要な45単位以上を修得します。

## Typical Course Load

### 標準コース履修例

	Spring A・Spring B 春学期 A・B	Spring C・Fall A 春学期 C・秋学期A	Fall B・Fall C 秋学期 B・秋学期C	Total 単位数
Year One 初年度	Core, Electives & Seminar I 必修・選択科目および演習 I	Core, Electives & Seminar II 必修・選択科目および演習 II	Core, Electives & Seminar III 必修・選択科目および演習 III	Core 8
				Elective 24
				Seminar 5
Year Two 次年度	Electives & Seminar IV 選択科目および演習 IV	Core, Electives & Seminar V 必修・選択科目および演習 V	Business Project (3 months) ビジネスプロジェクト(3ヵ月)	Business Project 8
				Total 45

## A Wide Selection of Courses: Cross-registering in other programs

### 他専攻とのクロスレジストレーションによる豊富な選択科目履修

MBA-IB students may cross-register for courses offered by other degree programs/graduate schools of the university. A maximum of 10 credits earned through cross-registration may be counted toward graduation upon approval by the MBA-IB faculty.

# MBA-IB Areas of Study

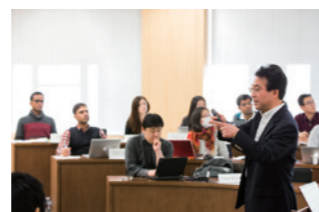
## 国際経営プロフェッショナル専攻開講科目

The MBA-IB Program has had the educational objective of developing global leaders with competencies to deal with the international business environment since its inception. Our MBA Program provides well-balanced course work based on four areas of study: Applied Information, International Adaptability, Business Strategy, and Organizational Management.

国際経営プロフェッショナル専攻は、教育目標として国際的なビジネス環境に対応可能なコンピテンシーを持つグローバルリーダーの育成に重点を置き設置されています。そのため、本専攻には4つの教育領域(応用情報領域、国際対応領域、事業戦略領域、組織経営戦略)が設置されています。

<b>Applied Information Area</b> <small>応用情報領域</small>	Business Mathematics Business Simulation Data Analysis I: Introduction to Data Analysis Data Analysis II: Principle of Quantitative Research Data Analysis III: Data Mining	<b>Operations Management I: Operations Management</b> Operations Management II: Decision Analysis Operations Management III: Risk Analysis Operations Management IV: Project Management Operations Management V: Systems Design Theory
<b>International Adaptability Area</b> <small>国際対応領域</small>	Global Knowledge I: Practical Aspect of Business Law Global Knowledge III: International Financial Markets Global Knowledge IV: Financial Crises <b>Global Management I: International Relations and Economics</b> Global Management II: Transcultural Management	Global Skills I: Coaching to Grow People ODA Project Management ODA Fieldwork Cross Cultural Management I: Managing Across Borders Cross Cultural Managing II: International Business: The Challenges of Globalization
<b>Business Strategy Area</b> <small>事業戦略領域</small>	<b>Accounting I: Basic Accounting Theory</b> Accounting II: Financial Analysis and Bankruptcy Prediction Accounting III: Managerial Accounting <b>Business Strategy I: Business Strategy</b> <b>Finance I: Corporate Finance</b> Finance II: Valuation Finance III: Derivatives	<b>Marketing I: Marketing Management</b> Marketing II Entrepreneurship I: Entrepreneurship Entrepreneurship II: Supply Chain Management Quality Management I: Outline and Fundamental Principles of Technology Management
<b>Organizational Management Area</b> <small>組織経営領域</small>	Leadership I: Global Leadership <b>Organizational Management I: Organizational Behavior</b> Organizational Management II: Professional Manager <b>Human Resource Management I: Human Resource Management</b>	Human Resource Management II: Stress Management Human Resource Management III: International HRM Human Resource Management IV: Human Resource Management at Mergers and Acquisitions
<b>Training Course</b> <small>実習科目</small>	Seminar I   Seminar II   Seminar III   Seminar IV   Seminar V	
<b>Business Project</b> <small>ビジネスプロジェクト</small>	Business Project	

Required core courses are in Bold Italic.  
The courses above are current as of March 2014 and subject to change for the next academic year.



# Full-time Faculty Members

## 常勤教授

 <b>Caroline F. Benton</b> <small>USA</small> Ph.D. Tokyo Institute of Technology Vice President of International Affairs PICMET, Committee Member	 <b>Yasunobu Kino</b> <small>JPN</small> Ph.D. University of Tsukuba Board Member, The Society of Project Management Board Member, Transdisciplinary Federation of Science and Technology	 <b>Jean-Claude Maswana</b> <small>USA</small> Ph.D. Nagoya University Member, American Economic Association
 <b>Yaeko Mitsumori</b> <small>JPN</small> Ph.D. Tohoku University Editorial Board Member, The Japan Society for Science Policy and Research Management (JSSPRM)	 <b>R. Taggart Murphy</b> <small>USA</small> M.B.A. Harvard University Coordinator, Asia-Pacific Journal, Japan Focus Contributor, International Political Economy Yearbook Board Member, ABEST21	 <b>Hirohisa Nagai</b> <small>JPN</small> Ph.D. Keio University Academic Advisor, Doshisha Business School, Resource person, ILO, APEC, JICA
 <b>Tadashi Ono</b> <small>JPN</small> Ph.D. Graduate University for Advanced Studies Director, Japan Statistical Society	 <b>Mina Ryoke</b> <small>JPN</small> Ph.D. Osaka University Council member of the International Society for Knowledge and Systems Science	 <b>Cindy Yoshiko Shirata</b> <small>USA</small> D.B.A. University of Tsukuba Council Member, Legislative Council of the Ministry of Justice Science Council of Japan Director, S.T. Corporation Director, PCA Co., Ltd.
 <b>Caroline S.L. Tan</b> <small>USA</small> Ph.D. Keio University Visiting Professor, Rikkyo University Reviewer, International Food and Agribusiness Management	 <b>Remy Magnier-Watanabe</b> <small>USA</small> Ph.D. Tokyo Institute of Technology Visiting Professor, Tokyo Institute of Technology Outstanding Paper Award Winner 2011, Emerald Literati Network Best Professor 2012	 <b>Yoshiaki Watanabe</b> <small>JPN</small> M.B.A. Darden Graduate School of Business Administration, University of Virginia Member of Japan Marketing Academy, ex-Representative Director of SWIFT Japan, Representative Director of MarketingCapital
 <b>Hua Xu</b> <small>CHN</small> Dr. Eng. Hiroshima University Board Member, Asian Association of Management Science and Applications	 <b>Shu Yamada</b> <small>JPN</small> Dr. Eng. Tokyo University of Science Editorial Board, Hinshitsu (JSQC), Quality Engineering (ASQ), ASMBI (ISI), Asian Journal on Quality (KSQM)	

# Visiting Professors

## 客員教授

Every year MBA-IB invites approximately ten professors from leading international educational institutions to provide firsthand knowledge on the global business environment and on international cultures.

- Aysun Uyar** (Turkey): International Politics
- Huynh Nam Van** (Vietnam): Operations Management VII
- Yanki Hartijasti Gondoprawiro** (Indonesia): Human Resource Management V: HRM in Asia
- Yong Keun Yoo** (Korea): Managerial Accounting
- Jang hyuk Lee** (Korea): Internet Marketing
- Chaipong Pongpanich** (Thailand): Management Consulting Practice
- Toshihiko Theodore Katagi** (USA): Marketing IV

- Irina Petrovskaia** (Russia): Culture and Economy of Russia and Eastern Europe Countries
- Hamid Pourjalali** (USA): Managerial Accounting
- Manuel Ploch** (Germany): Supply Chain Management
- Shinya Yamamoto** (Japan): Human Resources Management at Mergers and Acquisitions
- Franz Waldenberger** (Germany): Corporate Governance
- Thomas Gregor Witty** (Germany): Practical Aspects of Business Law

# MBA-IB's Global Networking

## MBA-IB のグローバル・ネットワーキング

Our program seeks to nurture a global perspective in our students. Joint lectures with international universities using our state-of-the-art e-learning system are one method for achieving this goal. Through this program, students are able to interact in real-time with both faculty and students abroad to share and enrich their knowledge.

本プログラムでは、グローバルな視野に立ったビジネスプロフェッショナルの育成を目指しています。海外の大学とのPolycomシステムを介した連携講義では、現地の教員や学生とオンライン上でリアルタイムな双方向ディスカッションを行います。また学生達は、現地の学生とインターネットを介してグループワークを行い成果を発表し合うことで、更なる国際性を育みます。2008年度からフランスのグルノーブルビジネススクールとの国際連携講義を開講しています。

## Joint video-conferencing class

### テレビ会議クラス

MBA-IB connects on-line with leading international business schools and overseas development assistance agencies to broadcast and receive real-time a wide range of international courses. MBA-IB also conducts admission interviews and student presentations using web-cams and other ICT tools.



A heated discussion at MBA-IB campus with Grenoble Ecole de Management (France) using Polycom system



MBA-IB faculty to visit Ecole de Management (France) for the joint program using Polycom system

## Regional Field Trip ODA Fieldwork in Vietnam

### ODAフィールドワーク (ベトナム)

In collaboration with Nippon Koei, MBA-IB offers students the opportunity to study ODA project management in the classroom and to participate in overseas fieldwork.



ODA Fieldwork Team in Vietnam

## Overseas Academic Conference Seminar Asia Pacific Conference on accounting Issues

### 海外学会セミナー

MBA-IB offers students the opportunity to attend international academic conferences to learn leading-edge global management theory and practice.



25th Asian-Pacific Conference On International Accounting Issues (Indonesia)



Students at a Conference Dinner Party

## Tsukuba Short-term Study Program (TSSP)

### TSSP

MBA-IB has entered into student exchange programs with 11 leading overseas universities under the Tsukuba Short-term Study Program (TSSP). 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.



TSSP is a great opportunity for MBA-IB students who would like to get exposed to the business cultures of other countries; KUBS has produced the highest number of CEOs in Korea according to the 2008 White Paper on the CEOs at Top 100 Korean Companies by The New Management. UniSA is one of the leading universities in Australia and is providing highly qualified and diversified MBA program for both domestic and international students.



Korea University Business School (KUBS) (South Korea)



University of South Australia (UniSA) (Australia)

## Special Research Seminar- Corporate Social Responsibility (CSR) Joint Seminar with LUDWIG-MAXMILIANS UNIVERSITÄT MÜNCHEN (LMU)

### 特別研究セミナー

The CSR seminar with LMU was held in Munich, Germany and Nagoya/Tokyo in 2013, and students visited 6 leading German and Japanese companies in both countries. Students presented and discussed their thoughts and analyses on key CSR issues to corporate managers in charge of CSR at each company. Such company visit, including a factory tour at Toyota Motor Corporation, was a great experience for both Tsukuba MBA-IB and LMU students because CSR becomes more important issue for top management.



CSR Kick Off Meeting via PolyCom System (Tokyo)



Students' Presentation to a Corporation (Munich)

### German companies



### Japanese companies



## Chartered Financial Analyst (CFA) Institute Research Challenge Tsukuba MBA-IB team was the Japan winner in 2011 and a finalist in 2012 and 2013

### CFA研究所リサーチ

The CFA Institute Research Challenge was introduced to a global audience in 2006 and is considered, "the investment Olympics" for university students. More than 10,000 students have participated in the competition since 2006 and learned best practices in equity analysis, report writing, and presentation skills.



Final Competition on Dec. 6, 2013



## Business case competition in English



### Japan MBA Case Competition

The first ever business case competition conducted in English in Japan was held at Aoyama Gakuin University on November 17, 2013. Tsukuba MBA-IB students participated in the case competition along with 7 other MBA programs in Japan.



Students to prepare for case presentation



Students' presentation at the competition



## Message from Alumni

### 修生からのメッセージ



### Kazuyoshi Hisano MBA-IB Graduate, Class of 2011

I believe Tsukuba-MBA IB is one of the best MBA programs in Japan. The program contains all the important elements that enable students to grow as an outstanding business manager. During my student life, faculties' requirements were so tough, and we all had to dedicate ourselves to complete the assignments. Yet by going through the challenging two-year course, I believe I was able to get very close to what I've been pursuing for a long time. Among many MBA programs, I recommend this demanding course.



### Hiromi Nohara MBA-IB Graduate, Class of 2010

Two years at the Tsukuba MBA-IB program equipped me with both academic and practical knowledge, and I am truly satisfied with the program. Tough learning-oriented class assignments, both individual and group, helped me improve my professional knowledge, skills of project management and communication, and mental toughness. The supportive faculty always keep their doors open for motivated students, which makes the program the best place for ambitious professionals. Thanks to the independent research report I wrote while at MBA-IB, I am now pursuing a PhD at the university.



### Bob Ng, MBA-IB Graduate, Class of 2011

I came to the Tsukuba MBA-IB program with the hope of gaining business analytical & finance skills, but I took with me much more. The faculty and classmates were exceedingly international, sharp and had a high awareness of challenges posed by income inequality, fragile banking systems & rapid globalization. In and outside of class, we were able to collaborate and learn with one another under a challenging curriculum, including ODA field trips and overseas exchange programs; enabling the start of a great fellowship and building up a nascent alumni network. From the program, I could apply learning on business strategy and financial analysis into my final year business project; at the same time using the framework to launch a new product into the digital consumer market. I wholeheartedly recommend the MBA-IB program to any global business person wanting to gain a global perspective and to expand his or her professional network, right here in downtown Tokyo.

# Advisory Board

諮問委員会



**Mr. Ryuzo Kodama**  
Chairperson



**Prof. Tadahiko Kawai**  
Professor, Graduate School of Strategic Management Chuo University



**Mr. Hidehiro Konno**  
Board Member, Mitsubishi Corporation



**Mr. Soichi Koshio**  
Senior Adviser, Lifenet Insurance Co.



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

# Welcome from the Chair

専攻長メッセージ



**Professor/Chair Tadashi Ono**

Professor Tadashi Ono, professor of Finance, received his Ph.D. from the Graduate University for Advanced Studies (Sokendai), MBA from University of Tsukuba, and BA from Kyoto University. He spent 30 years as an international banker/credit officer mainly, working in New York and Hong Kong. He is a charter holder of CFA and has published several financial analyst's related books.

Tsukuba MBA-IB is committed to bringing students the best of Japanese and international standard MBA education. That is one reason we aim to attract both Japanese and international students since much of what our students learn in our program they learn from each other. It is one reason our faculty represents a mixture of nationalities as well as mix of research interests and academic and business backgrounds. But our commitment to a genuinely global MBA program does not end with our faculty and student body. Our program not only takes a global, international approach to the traditional MBA curriculum, but also features in-depth study of business conditions in specific regions as well as overseas fieldwork and internships. We have signed agreements with eleven leading universities around the world that allow us to increase the global "feel" of our classes with students and faculty from these universities coming to our campus, as well as giving our students the option to take some classes overseas. Those who aim to acquire international business skills and become effective managers regardless of the location of their work and the nationality of their employer are encouraged to study in our program.

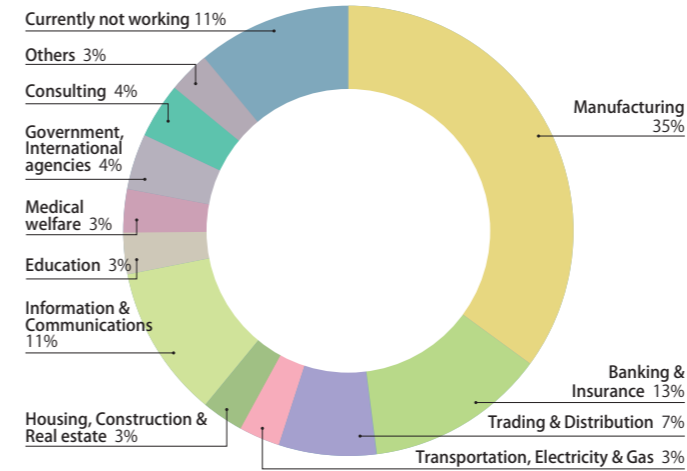
# Student Demographic

在籍者関連資料 (2014年1月現在)

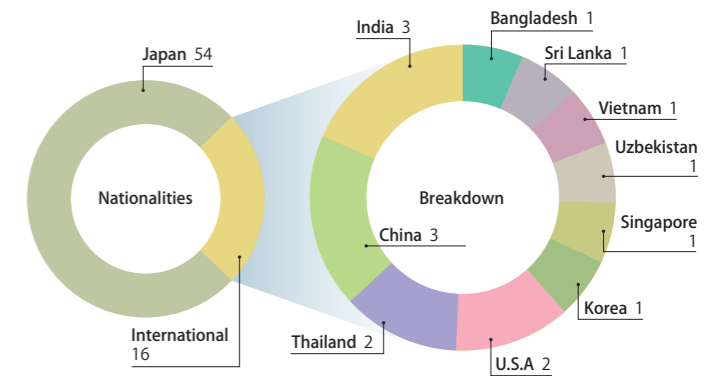
The Tsukuba MBA-IB student body consists of students with diverse backgrounds and nationalities, providing an international learning environment and a wealth of opportunities to learn from others across industries, age groups and cultures.

国際経営プロフェッショナル専攻は、学生構成においても、様々な国籍とバックグラウンドを持つ学生から構成されており、国際性豊かな教育環境を通して学際的で世代・文化領域を超えた豊かな学習機会を提供しています。

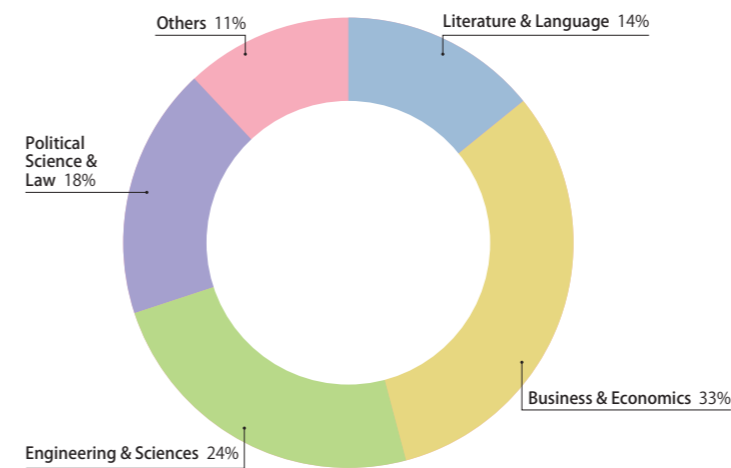
## Industries of Employment



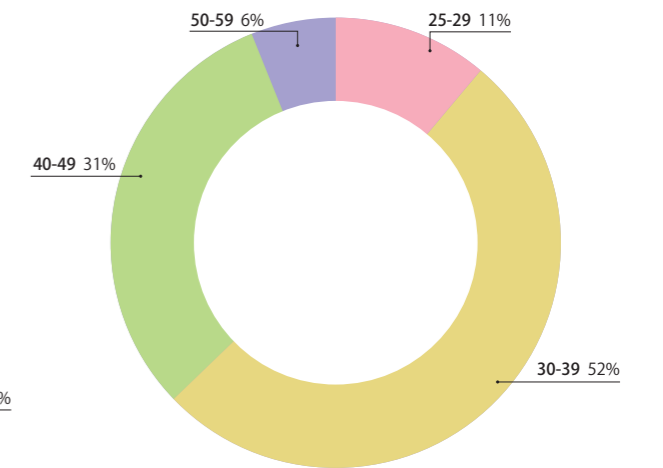
## Nationalities Breakdown



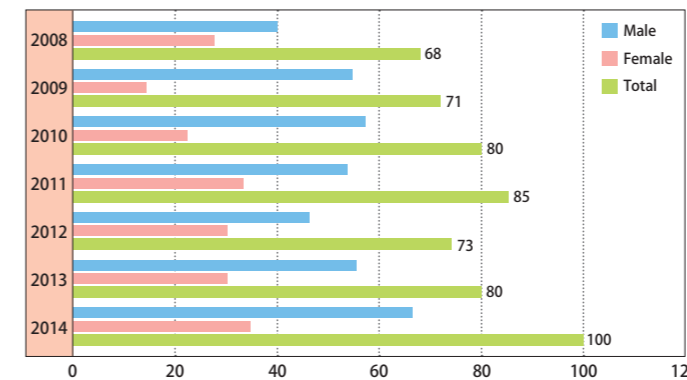
## Undergraduate Majors



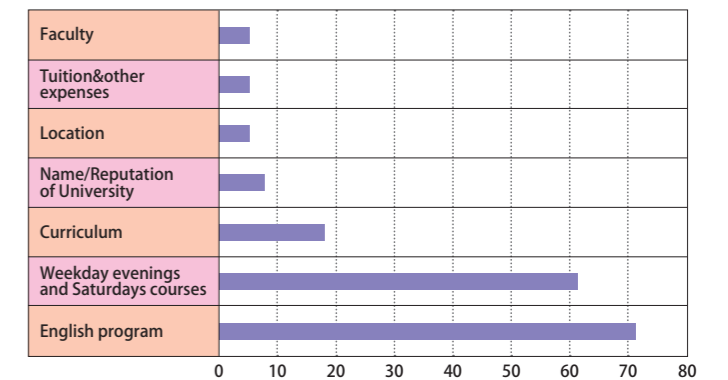
## Age Distribution



## Number of Applicants



## "What were your 2 major motivations in applying to the MBA-IB program?"



# Application Procedure

出願方法

## Admissions Requirements & Application Details (April 2015 Enrollees)

■2015年4月募集■

<b>Term of study</b> 修業年限	2-year program 標準修業年限2年
<b>Degree conferred</b> 学位	Master of International Business Administration 国際経営修士(専門職)
<b>Enrollment capacity</b> 入学定員	30 students 30名
<b>Admission qualification</b> 入学資格	Bachelor holders (or equivalent qualification*) with significant working experience. 就労経験を有し、大学(四年制)を卒業した者及び外国において学校教育における16年の課程(大学卒)を修了した者等
<b>Classes begin</b> 授業開始時期	April 2015 2015年4月1日

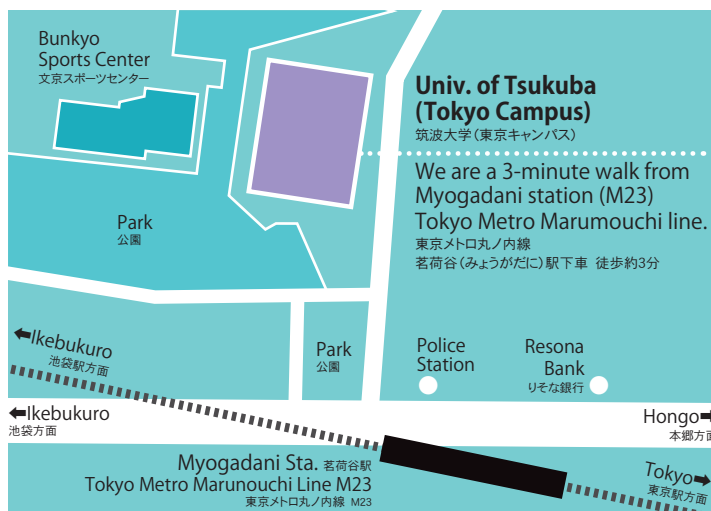
## Admissions Schedules

■入試日程■

<b>Eligibility assessment</b> 資格審査	September 2 - September 13, 2014 2014年9月2日～9月13日	* Eligibility assessment is required 1. If you do not hold a bachelor's degree from Japan 2. If you do not hold a bachelor's degree from overseas and have completed at least 16 years of education. Please refer to admission office for detailed qualifications. 出願資格審査が必要な場合があります。
<b>Application period</b> 願書受付	September 24 - October 4, 2014 2014年9月24日～10月4日	
<b>Interview</b> 口述試験	November 15 - November 16, 2014 2014年11月15日～11月16日	
<b>Announcement of results</b> 合格発表	December 5, 2014 2014年12月5日	
<b>Tuition and fees</b> (2014 as a reference) 納入金(2014年実績)	Total two years ¥1,353,600 (admission fee ¥282,000; annual tuition ¥535,800) 2年間合計1,353,600円(入学金282,000円;年間授業料535,800円)	

For further information, please access our website: <http://www.mbaib.gsbs.tsukuba.ac.jp/>

出願書類、大学院案内の入手方法については、国際経営プロフェッショナル専攻ホームページをご覧ください。



### MBA Program in International Business, Graduate School of Business Sciences, University of Tsukuba

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