

MBA

Program in International Business

2026

Creating



Global
Leaders



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

Since the program was launched in 2005, Tsukuba MBA-IB has been committed to bringing professional students the best of global MBA education by integrating theory and practice. We offer an all-English program taught by experts in the heart of Tokyo to a small group of selected and motivated students on weekday evenings and Saturdays at one of Japan's top national universities. Our mission is to develop ambitious individuals into responsible global leaders. To achieve this lofty but

worthy goal, we aim to attract both Japanese and international students who can learn from one another as well as from our diverse faculty. Our program is designed around a structured and practical curriculum which consists of traditional MBA courses and a wide range of electives addressing the varied goals of our students, 25% of whom are international. We have signed several agreements with leading universities around the world giving our students the option to take some classes overseas. Our 2-year program

culminates with the Business Project, which integrates knowledge gained through lectures and seminars and puts into practice what students have learned in real business settings to create value for their organization and society at large.



**Chair,
Professor, Ph.D.
Remy Magnier-Watanabe**

CORE FEATURES

English : Official Language	English is the official language*1 for use in classes as well as for program operations.
2-year program for working professionals	Acquire knowledge and build skills required for global business over two years.
Classes on weekday evenings and Saturdays	MBA-IB coursework is designed for busy business people.
Diverse faculty and students	Approximately half of the faculty are international, and one quarter of the students are international professionals working in Japan.
A top-ranked National University	The University of Tsukuba is a National University, well-known in Japan and abroad for its distinguished research and teaching achievements (RU11 member university*2).

*1 Dual language (Japanese and English) instruction might be offered for a few elective courses based on educational purpose.

*2 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

A wide variety of interactive courses	Students can customize their own coursework depending on their interests and objectives.
International learning opportunities	MBA-IB offers exchange and fieldwork programs that allow students to learn at partner universities and visit global companies outside of Japan.
Practice and academic-oriented business projects	Students can choose their own topic and select a format from five different types of Business Projects.
Modern facilities located in Central Tokyo	Leading education district surrounded by nature, easy access from major train stations in Tokyo.
Low student-to-faculty ratio	Usually less than seven students per faculty, allowing deep and meaningful learning opportunities.

Message from Alumni

Yasuhiro Harima

MBA-IB Graduate
Class of 2026



After completing my undergraduate studies decades ago, I felt that my academic achievement had not been sufficient. Since then, I had been looking for an opportunity to pursue an MBA. In 2024, that opportunity finally came, and two years in the Tsukuba MBA-IB program were truly rewarding. The faculty members combine strong academic expertise with extensive real-world business experience, which is ideal for mid-career professionals. My fellow students were equally passionate and accomplished, coming from diverse industries, nationalities, and generations. Learning together stimulated practical curiosity and expanded our professional networks. Extracurricular activities also provided valuable opportunities to deepen these connections. The MBA-IB program offers distinctive international experiences. In the first year, I joined business studies in Italy, where we visited leading environmentally conscious companies and delivered business presentations to professionals. In the second year, I studied at Sasin School of Management as a visiting student, completing two courses alongside talented Thai students. These experiences deepened my understanding of international business management. By offering classes on weekday evenings and Saturdays, the program creates rare and valuable access for working professionals who seek to advance their careers while remaining fully engaged in their jobs. This professional development opportunity at MBA-IB has become an important part of my lifelong learning journey.

Itsuki Tomiyama

MBA-IB Graduate
Class of 2025



My two-year journey in the MBA-IB program at the University of Tsukuba was incredibly valuable. Admitting approximately 30 students annually, with 30% international participants, the program fosters a diverse and personalized learning environment. Small class sizes encouraged in-depth discussions and active participation, where sharing perspectives based on individual experiences enriched every session. Collaborating with classmates from diverse cultural, social, and professional backgrounds provided fresh insights and innovative ideas. The MBA-IB program emphasizes both academic and practical learning. Covering essential topics for today's global business environment, the curriculum blends theoretical knowledge with practical application. This was further enhanced by overseas programs offering hands-on projects, such as proposing solutions to real business challenges. A key highlight of the program was completing my master's thesis. With invaluable guidance from my chief advisor, I had the privilege of presenting my research paper at an international conference, which was an enriching and rewarding experience. My advisor also provided a strong foundation in academic research and writing, equipping me with essential skills if I choose to pursue doctoral studies in the future. In conclusion, the MBA-IB program at the University of Tsukuba combines academic excellence with practical application, making it ideal for professionals aiming to become global leaders. The knowledge, skills, and networks gained are invaluable, and I am deeply grateful for this transformative experience.

Yuko Eguchi

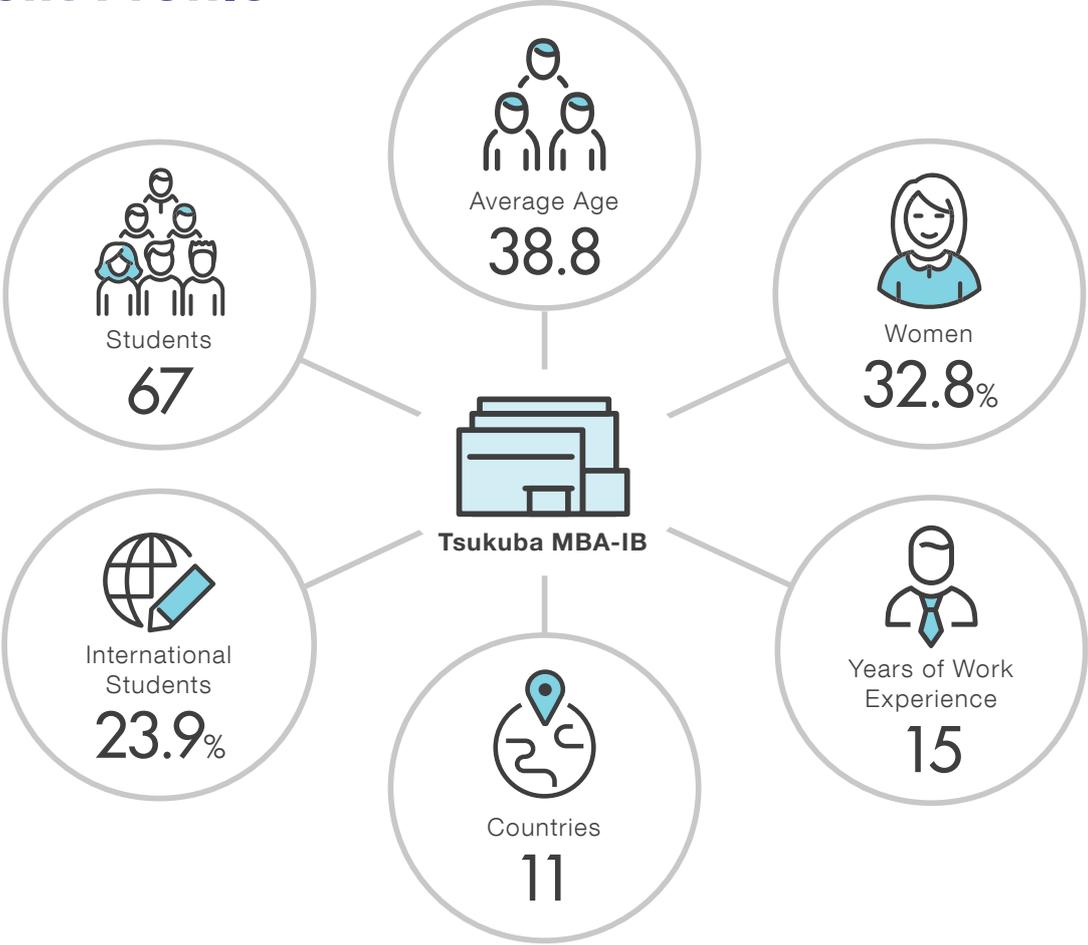
MBA-IB Graduate
Class of 2024



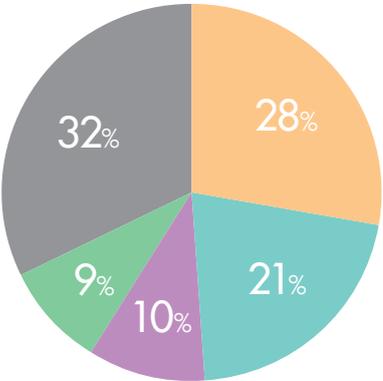
The most important message that I want to convey is to "continue embracing challenges". As I accumulated business experience in the pharmaceutical industry after obtaining my PhD in medical science, my interest in addressing broader and more comprehensive psychosocial issues in healthcare grew, leading me to pursue an MBA degree. I chose Tsukuba MBA-IB for three primary reasons: the flexibility to study while working, the opportunity to learn international business management in English, and the option to conduct new business creation as a research theme. During my time at Tsukuba MBA-IB, I participated in various activities, including team events such as Marketition 2022 and SCG Bangkok Business Challenge 2022 and 2023, as well as individual pursuits such as being selected as a finalist in the J-Hatch 2023 pitch event as a student entrepreneur (supported by JETRO and Canadian tech incubator DMZ). Additionally, I joined prestigious programs like the Global Innovator Creation Program J-StarX 2023 in Silicon Valley (supported by METI) and the No Venture, No Victory program 2024 in Melbourne (supported by MEXT). Presenting at the World Conference on Qualitative Research 2024 was another significant milestone. The most memorable moment of the MBA for me was receiving the "Best Design Thinking Award" at the demo day of the J-StarX program. The recognition of my efforts in the business project from outside the university gave me confidence and encouragement. Furthermore, fostering strong connections with peers and expanding my network both internally and externally has been invaluable. I extend my gratitude to all those involved, particularly the Chief and Second Advisor. Graduation marks not the end but the commencement of a new journey. With the knowledge and skills acquired, I aspire to persist in dedicating myself to serving society.

Diversity

Student Profile

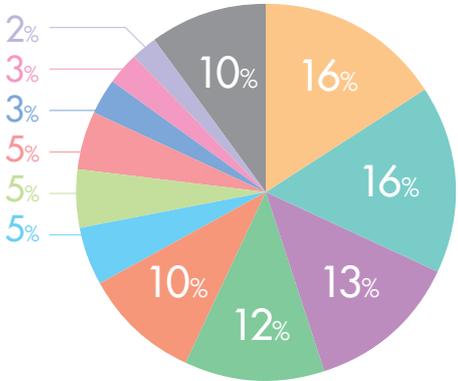


Academic Background



- Economics, Business
- Science, Engineering
- Law, Politics
- Liberal arts
- Others

Career Background



- Manufacturing
- IT, Software, Telecom
- Pharmaceutical, Medical device
- Service
- Finance, Insurance, Securities
- Real Estate, Construction
- Distribution, Trading
- Transportation, Utilities
- International institution, Public sector
- Consulting
- Education
- Others

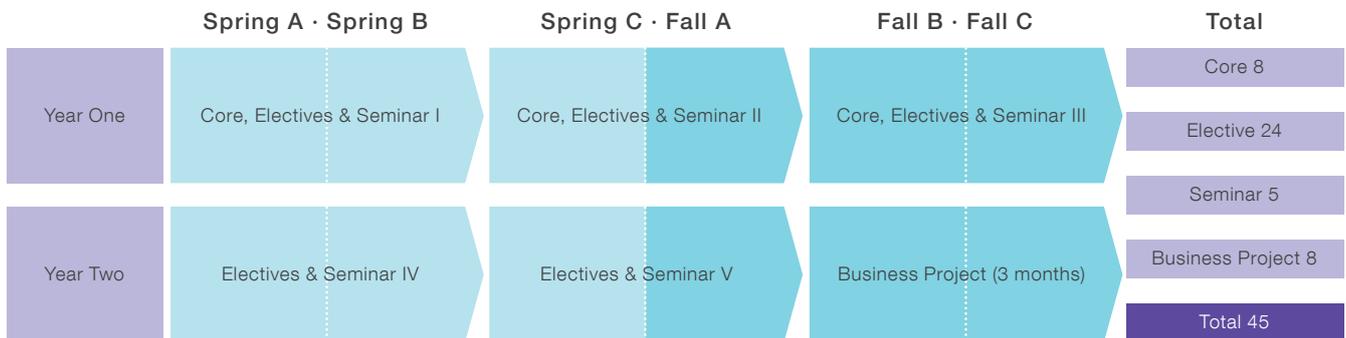
*Student data as of April 1, 2026

FEATURES AND COURSE WORK

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



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).

Business Project

ICP

The In-Company Project is a project 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. It represents an opportunity to apply classroom knowledge to real world business situations.

BPD

The Business Plan Development is a unique entrepreneurial experience to prepare for launching a business. The student will have to cover a wide range of issues related to business modeling, strategy, finance, accounting, marketing and human resource management.

IRR

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.

OI

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.

JI

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.

Courses as of April 2026 (not all courses are listed below)

Compulsory Courses

Core Courses (for First Year students)	<ul style="list-style-type: none"> - Organizational Management I: Organizational Behavior - Human Resource Management I: Human Resource Management - Marketing I: Marketing Management - Business Strategy I: Business Strategy 	<ul style="list-style-type: none"> - Finance I: Corporate Finance - Accounting I: Basic Accounting Theory - Global Management I: International Relations and Economics - Operations Management I: Operations Management
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

Organizational Management Area	<ul style="list-style-type: none"> - Business Anthropology - Contemporary Issues in Organizational Behavior - Corporate Management - Corporate Philosophy in Global Organizations - Global Skills I: Coaching to Grow People - Human Resource Management II: Stress Management - Knowledge Management 	<ul style="list-style-type: none"> - Leadership and Interpersonal Dynamics - Modern Approaches to Human Resource Management - Organizational Management II: Professional Manager - Uniqueness of Human Resource Management in Japan
Business Strategy Area	<ul style="list-style-type: none"> - Accounting III: Managerial Accounting - Business Model Innovation - Digital Ethics and the Consumer - Entrepreneurship I: Entrepreneurship - Entrepreneurship II: General Management - Finance II: Valuation - Finance III: Investment Finance - Finance Seminar I, II 	<ul style="list-style-type: none"> - Introduction to Economics II - Law, Public Policy and Business Strategy regarding Cultural and Creative Industries - Marketing II: Market Research - Cases and Application - Marketing III: Branding - Technology Management
International Adaptability Area	<ul style="list-style-type: none"> - Business Case Challenge I, II - Business Studies I, III (Seminar) - Business Studies II, IV (Fieldwork) - Cross Cultural Management I: Managing Across Borders - Cross Cultural Management II: The Challenges of Globalization 	<ul style="list-style-type: none"> - Global Management II: Advanced International Political Economy - International Study Seminar I - Overseas Study Seminar I, II, III, IV
Applied Information Area	<ul style="list-style-type: none"> - Data Analysis I: Introduction to Data Analysis - Data Analysis II: Principle of Quantitative Research - Data Analysis III: Data Mining - Fake news, Misinformation and Disinformation - Introduction to Information Security 	<ul style="list-style-type: none"> - Introductory Data Analysis: Invitation to Quantitative Analysis - Management Information Systems - Operations Management VI: Systems Design Theory
Common Area	<ul style="list-style-type: none"> - Case Study Practice - International Conference Seminar I,II 	<ul style="list-style-type: none"> - Introduction to Corporate Social Responsibility - MBA-IB Speaker Series I, III,

Others

Basic Courses	<ul style="list-style-type: none"> - Business Mathematics - Introduction to Economics I
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DEGREE REQUIREMENTS (NUMBER OF CREDITS NEEDED)	Core	8	Business Project	8
	Elective* ¹	24	Basic* ²	2
	Semina	5		

*¹ Minimum 24

*² Credits of Basic Courses are not included for Degree Requirements
1 credit per course (except Business Project)

Cross Registration

MBA-IB 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-IB faculty.

GLOBAL NETWORK

Tsukuba Short-term Study Program (TSSP)

MBA-IB has entered into student exchange programs with 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 and engage with companies and institutions across a range of innovative industries in international locations such as Zurich, Nyon, Geneva, Zug, Berlin, Florence,

Milan, Silicon Valley, and Singapore. During these visits, they gain valuable insights and deliver presentations, enhancing their global business perspective.



COLLABORATION with INDUSTRY

Speaker Series

MBA-IB invites executives for interactive sessions, where speakers share insights on successfully managing companies across various industries and discuss their career development

journeys. Students actively engage in discussions during these sessions, fostering dynamic learning experiences.



STUDENT ACTIVITIES

Academic Conferences

MBA-IB students are given valuable opportunities to present their research findings and academic papers at international conferences. These experiences allow students to engage with a global academic and professional audience, receive constructive feedback from experts in their field, and refine their ability to communicate complex ideas with clarity and confidence. By participating in international academic forums, students strengthen their analytical thinking, build professional networks, and gain exposure to diverse perspectives that enrich both their research and future careers.



CFA Institute Research Challenge

The CFA Institute Research Challenge (CFAIRC), often referred to as the "Investment Olympics", is a prestigious global competition where over 10,000 students have participated in conducting in-depth equity analysis. The Tsukuba MBA-IB team has consistently excelled, winning the Japan competition in 2010, 2014, 2017, and 2023, and reaching the finals in 2011, 2012, 2013, 2016, 2019, 2022 and 2025.

Tsukuba Short-term Study Program

Through the Tsukuba Short-Term Study Program, MBA-IB students also have the opportunity to attend classes at our international partner schools, gaining first-hand exposure to different academic environments and business cultures. These exchange and visiting programs allow students to learn from diverse faculty, collaborate with peers from around the world, and experience alternative perspectives on global management practices. Such opportunities enrich the learning experience and equip students with the cross-cultural insight and adaptability required for today's international business landscape.



Faculty Members

- 1) Research Areas
- 2) Educational Background (school, degree)
- 3) Courses



Caroline F. Benton

- 1) Global Leadership, Subjective Well-being, Knowledge Management
- 2) PhD (Tokyo Inst. of Tech.), MBA (U. of Tsukuba)
- 3) Organizational Management I: Organizational Behavior, Knowledge Management, Case Study Practice



Takashi Hirai

- 1) Competitive Strategy, Management of Technology/Innovation, Business Model
- 2) PhD (Waseda U.), MBA (MIT), MSc (U. of Tokyo)
- 3) Business Strategy, Business Model Innovation, Technology Management



Kevin K.W. Ho

- 1) E-commerce, E-Services, Social Media
- 2) PhD/MSc (Hong Kong U. of Science and Technology), MA (U. of Oklahoma), MPhil (The Chinese U. of Hong Kong)
- 3) Introduction to Information Security, Management Information Systems, Fake news, Misinformation and Disinformation



Remy Magnier-Watanabe

- Program Chair
- 1) Cross-Cultural Management, International Business, Knowledge Management
 - 2) PhD (Tokyo Inst. of Tech.), MBA (Georgia Inst. of Tech.), MSc (Grenoble Ecole de Management)
 - 3) Managing across Borders, the Challenges of Globalization, Case-Study Practice



Toru Noda

- 1) Corporate Turnaround, Leadership Development
- 2) PhD (U. of Tsukuba), MBA (Harvard Business School)
- 3) Corporate Management, Organizational Management II: Professional Manager, MBA-IB Speaker Series



Jiayin Qin

- 1) International Human Resource Management, Talent Management, Organizational Behavior
- 2) PhD (Kyoto U.), MA (U. of Minnesota-Twin Cities)
- 3) Contemporary Issues in Organizational Behavior, Human Resource Management I, Modern Approaches to Human Resource Management



Mina Ryoke

- 1) Data Analysis, System Modeling and Simulation, Soft Computing, Affective Engineering
- 2) PhD (Osaka U.)
- 3) Introduction to Data Analysis, Invitation to Quantitative Analysis, Principle of Quantitative Research, Data Mining, Business Simulation, Business Mathematics (shared), Operations Management (shared)



Caroline S.L. Tan

- 1) Consumer Behavior, Social Media Marketing, Luxury Marketing, Sports Marketing, Sustainability
- 2) PhD (Keio U.), MBA (U. of Portsmouth)
- 3) Marketing Management, Branding, Digital Marketing, Digital Ethics and the Consumer, Marketing Case Study Competition, Overseas Study Seminar, Business Case Challenge, Business Studies, International Study Seminar



Aki Tonami

- 1) International Political Economy, Sustainable Development (Environment, Business and Human Rights, Gender)
- 2) PhD/MA (Kyoto U.), BSc (Santa Clara U.)
- 3) International Relations and Economics, Advanced International Political Economy



Donghao Zhu

- 1) Operations Management, Logistics and Service Systems, Platform Economics, AI-Enabled Business Applications
- 2) PhD (Tech. U. of Munich), MSc (U. of Tokyo)
- 3) Platform Economics and Digital Business Models, Optimization for Business Decision Making, Operations Management (shared), Business Mathematics (Shared)

Advisory Board



Mr. Elmar Dresbach
Former President of Abbott Diagnostics Medical in Japan



Mr. Hidehiro Konno
President, The Foundation for International Trade and Industrial Cooperation



Mr. Jeffrey McNeill
Chairman and Founder of Market Makers, Inc.

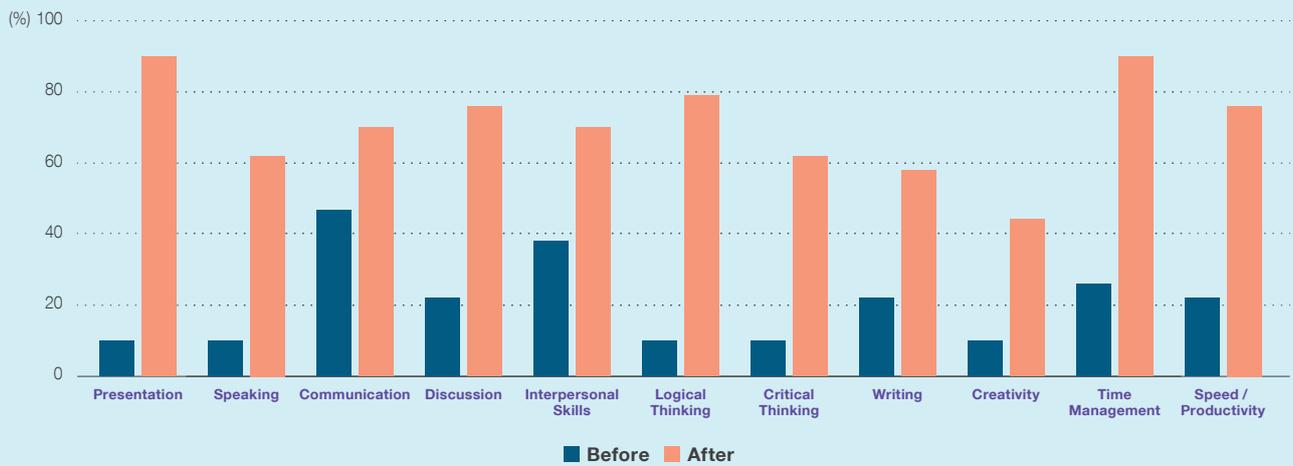


Mr. Michael J. Yoshii
Attorney, Retired partner of the Latham & Watkins, LLP. Tokyo office

Alumni Snapshot

The following shows the results of a survey for MBA-IB students who graduated in March 2025.

Competence self-assessment before and after attending MBA-IB



*This graph shows how much the percentage of those who are confident in their competences in the respective fields has increased after attending the MBA-IB program.

What are your future plans?





Admission Information for Classes beginning on April 1, 2027

 <p>NUMBER OF STUDENTS ADMITTED AND STUDY PERIOD</p> <p>30 students</p> <p>2 year program</p>	 <p>DEGREE CONFERRED</p> <p>Master of International Business Administration (Professional Degree) 国際経営修士 (専門職)</p>	 <p>ADMISSION QUALIFICATION</p> <p>Bachelor holders (or equivalent) with at least one year of work experience</p>
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Admission Schedule

1	Check Application Guidelines	Application Guidelines are available at https://www.office.otsuka.tsukuba.ac.jp/examinee/mbaib/
2	Web Entry and Application Document Submission	Tuesday, August 25, 2026 - Friday, September 11, 2026
3	First Screening Result	Friday, October 16, 2026
4	Second Screening (Interview)	Saturday, November 7, 2026 (For Applicants residing overseas) Sunday, November 8, 2026 (For Applicants residing in Japan)
5	Second Screening Result	Friday, December 4, 2026
6	Admission Procedure	Before mid-February 2027 *Admission fee ¥282,000; *Annual tuition ¥535,800 (Total two years ¥1,353,600) *as of April 1, 2026

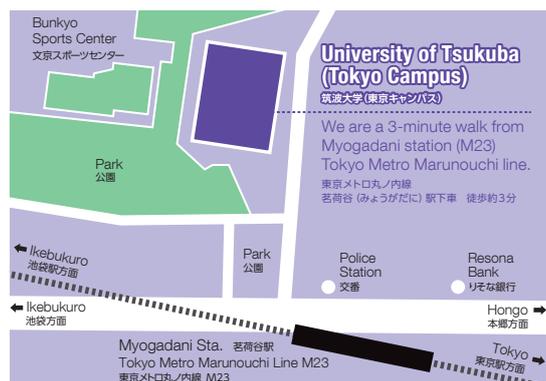
Eligibility Screening
Monday, August 3, 2026 - Friday, August 7, 2026
Eligibility screening is required for applicants who do not hold a bachelor's degree before Web Entry.

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

Admission Statistics *average in the past three years

<p>Applicants</p> <p>104(62)</p>	<p>Successful Applicants</p> <p>36(16)</p>	<p>Admitted</p> <p>33(9)</p>
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(Numbers in brackets: International Candidates)



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