

# MBA

Program in International Business

# 2024

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, 30% 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

<b>English : Official Language</b>	English is the official language*1 for use in classes as well as for program operations.
<b>2-year program for working professionals</b>	Acquire knowledge and build skills required for global business over two years.
<b>Classes on weekday evenings and Saturdays</b>	MBA-IB coursework is designed for busy business people.
<b>Diverse faculty and students</b>	Approximately half of the faculty is made up of international professors, and a third of students of international professionals working in Japan.
<b>A top-ranked National University</b>	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

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

# Message from Alumni

## 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.

## Amit Gupta

MBA-IB Graduate

Class of 2023



As I reflect on my time at Tsukuba MBA-IB, I am filled with gratitude for the enriching experiences, lifelong friendships, and invaluable knowledge gained during those two years. The MBA-IB program not only equipped me with a comprehensive understanding of international business but also fostered a spirit of collaboration and cultural appreciation that has proven to be an asset in my professional journey. Despite a decade of prior professional experience before joining the program, certain business sectors such as Marketing, Finance, and HR management remained largely unexplored to me. The program's academic rigor, coupled with the guidance of esteemed faculty members, inspired me to approach these fields with a strategic mindset and embrace a global perspective. Participating in the CFA Ethics Challenge, CFA Research Challenge, and Marketition competition were standout moments in my MBA-IB journey, complementing academic learning with practical insights. My deepest gratitude extends to the faculty, staff, and fellow students who made this journey unforgettable. The bonds forged and lessons learned together remain etched in my memory, serving as a constant source of inspiration.

## Clarence Garcia

MBA-IB Graduate

Class of 2022

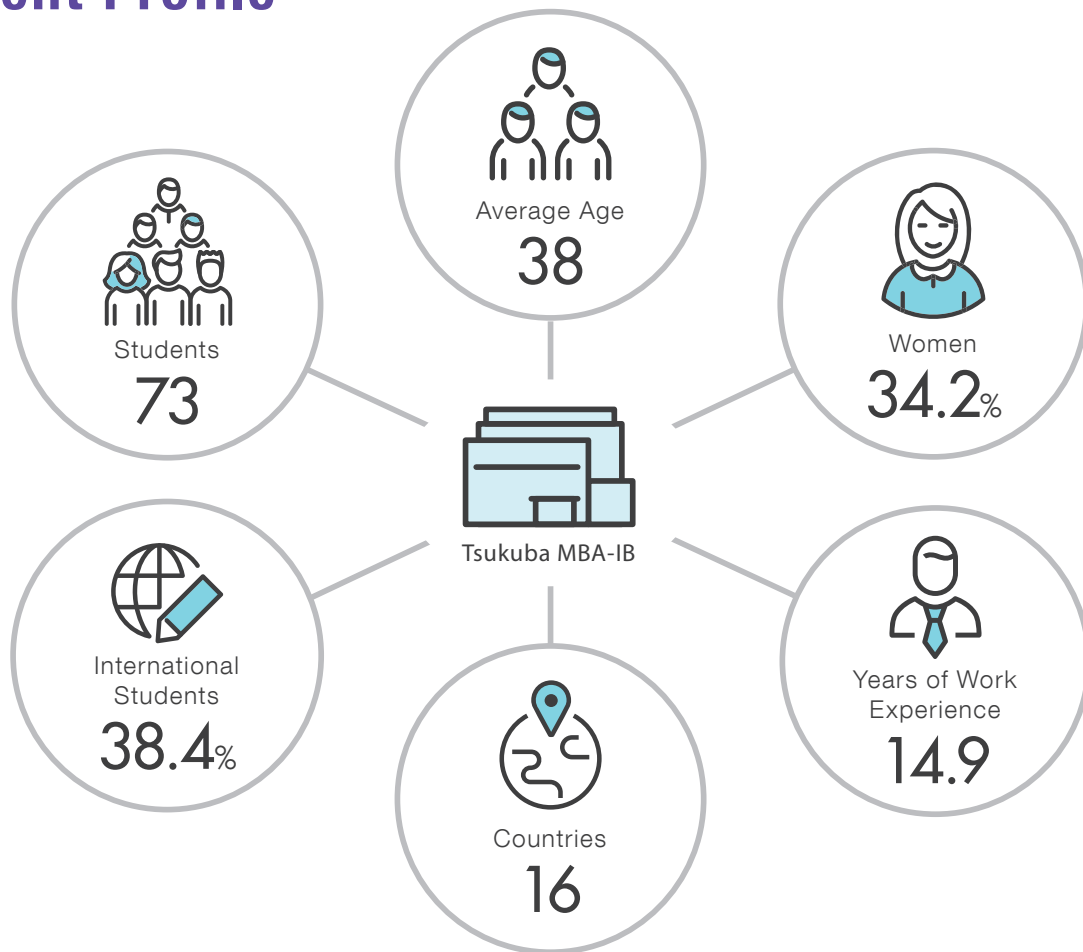


I chose Tsukuba MBA-IB among other programs because it is tailored for working professionals in Tokyo and offers a comprehensive curriculum taught by diverse and accomplished faculty. The program's core courses provided me with the key background and knowledge expected from business graduates such as accounting, HR management, marketing, and strategy. On top of this, I appreciated the flexibility to select from a wide array of elective courses, such as cross-cultural management, data analysis, international relations, and others. This flexibility allowed me to delve deeper into certain topics of interest and build my skills. Besides the in-class courses, students are also encouraged to go beyond the program and join outside competitions and events. One of my MBA-IB highlights was when our team represented and won for the University of Tsukuba and Japan in a regional competition in Asia. It was a truly remarkable experience! Looking back, the program has provided me with new relationships, learnings, and perspectives, which I wouldn't have gained otherwise. So, for those of you who are thinking of joining, why don't you give it a try? The program has a lot to offer, and it is up to you to grab it. My advice is: be open, enjoy and explore the MBA-IB difference.

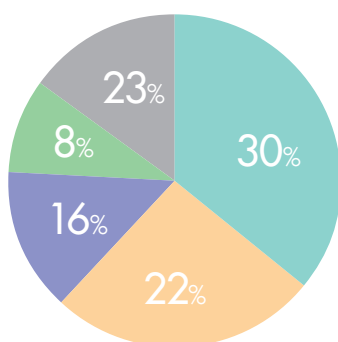


# Diversity

## Student Profile

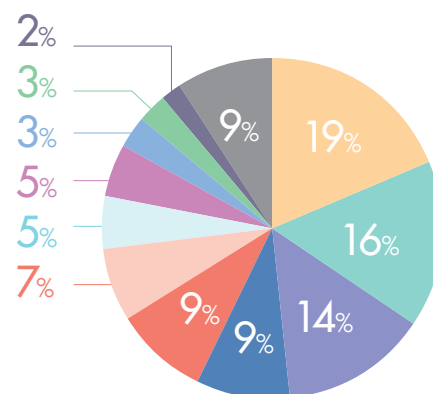


## Academic Background



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

## Career Background



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

\*Student data as of April 1, 2024

# 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

	Spring A · Spring B	Spring C · Fall A	Fall B · Fall C	Total
Year One	Core, Electives & Seminar I	Core, Electives & Seminar II	Core, Electives & Seminar III	Core 8
				Elective 24
				Seminar 5
Year Two	Electives & Seminar IV	Electives & Seminar V	Business Project (3 months)	Business Project 8
				Total 45

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 2024 (not all courses are listed below)

## Compulsory Courses

<b>Core Courses (for First Year students)</b>	<ul style="list-style-type: none"> <li>- Organizational Management I: Organizational Behavior</li> <li>- Human Resource Management I: Human Resource Management</li> <li>- Marketing I: Marketing Management</li> <li>- Business Strategy I: Business Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Finance I: Corporate Finance</li> <li>- Accounting I: Basic Accounting Theory</li> <li>- Global Management I: International Relations and Economics</li> <li>- Operations Management I: Operations Management</li> </ul>
<b>Seminars</b>	- Seminar I, II, III (for First Year students)	- Seminar IV, V (for Second Year students)
<b>Business Project</b>	- Business Project (for Second Year students)	

## Elective Courses

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

## Others

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

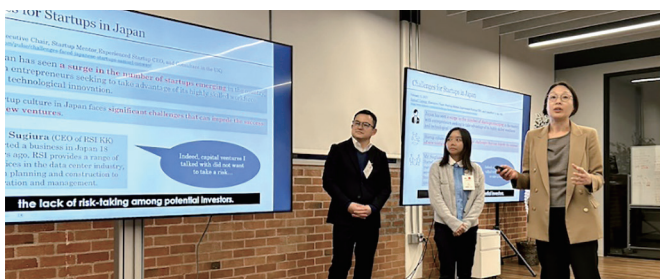
## Tsukuba Short-term Study Program (TSSP)

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



# COLLABORATION with INDUSTRY

## Speaker Series

MBA-IB invited executives for interactive sessions. In the course in AY2023, speakers talked about how to successfully manage companies in various industries and their

career development stories. Students actively participated in interactive discussions during the presentations. All classes were held onsite to meet the course objectives.





# COMPETITIONS

## CFA University Ethics Challenge

The CFA University Ethics Challenge provides excellent opportunities for students to study and enhance their awareness of potential ethical dilemmas in business practices.

The Tsukuba MBA-IB team has achieved remarkable success in this competition, winning the Japan competition in 2021 (the year it was introduced in Japan), 2022, and 2023, and securing the first runner-up position in the 2021 APAC Regional Finals.



## CFA Institute Research Challenge

CFA Institute Research Challenge (CFAIRC) is the "Investment Olympics", where more than 10,000 students have participated globally and competed in conducting equity analysis.

Tsukuba MBA-IB team has been the Japan winner in 2010, 2014, 2017, and 2023 finalist in 2011, 2012, 2013, 2016, 2019, and 2022.

## SCG Bangkok Business Challenge

SCG Bangkok Business Challenge is Asia's longest-running global student start-up competition organized by Sasin School of Management which is open to undergraduate and graduate students. One of our teams made it to the finals that took place from 22-24 June 2023. At the same time, another team from us made it to the semi-finals waitlist.





# Faculty Members

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



**Caroline F. Benton**

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



**Junjian Gu**

- 1) Accounting Quality, Auditing, Fundamental Analysis, Taxation
- 2) PhD/MSc (Nagoya U.), BSc (Fudan U.)
- 3) Basic Accounting Theory, Managerial Accounting, Financial Analysis, Empirical Accounting Research



**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



**Hassan Imam**

- 1) Leadership, Human Resource Management, Employee Behavior, Well-being
- 2) PhD (Ca' Foscari U. of Venice), MSc (U. of Central Punjab)
- 3) Human Resource Management, Contemporary Issues in HRM, Negotiation and Conflict Management



**Yasunobu Kino**

- 1) Systems Modeling, Software Development
- 2) PhD/MSc (U. of Tsukuba)
- 3) Project Management, Systems Design Theory, Business Mathematics (shared), Operations Management (shared)



**Remy Magnier-Watanabe**

- Program Chair
- 1) Cross-Cultural Management, International Business, Knowledge Management
  - 2) PhD (Tokyo Institute of Technology), MBA (Georgia Institute of Technology), 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



**Tadashi Ono**

- 1) Corporate Governance, Default Prediction, Liquidity Crisis
- 2) PhD (Graduate University for Advanced Studies), MBA (U. of Tsukuba)
- 3) Finance I (Corporate Finance), Finance II (Valuation), Finance III (Derivatives)



**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, Digital Marketing, Branding, Overseas Business Studies I, Overseas Business Studies II



**Aki Tonami**

- 1) International Political Economy, Foreign Policy Analysis, Development and Environment, Asia-Europe Relations
- 2) PhD/MA (Kyoto U.), BSc (Santa Clara U.)
- 3) International Relations and Economics, Advanced International Political Economy



**Hua Xu**

- 1) Operations Management, Systems Approach
- 2) PhD (Hiroshima U.), MEng (Northeastern U., China)
- 3) Decision Analysis, Risk Analysis, Business Mathematics (shared), Operations Management (shared)

## Advisory Board



Mr. Elmar Dresbach



Mr. Hidehiro Konno



Mr. Jeffrey McNeill

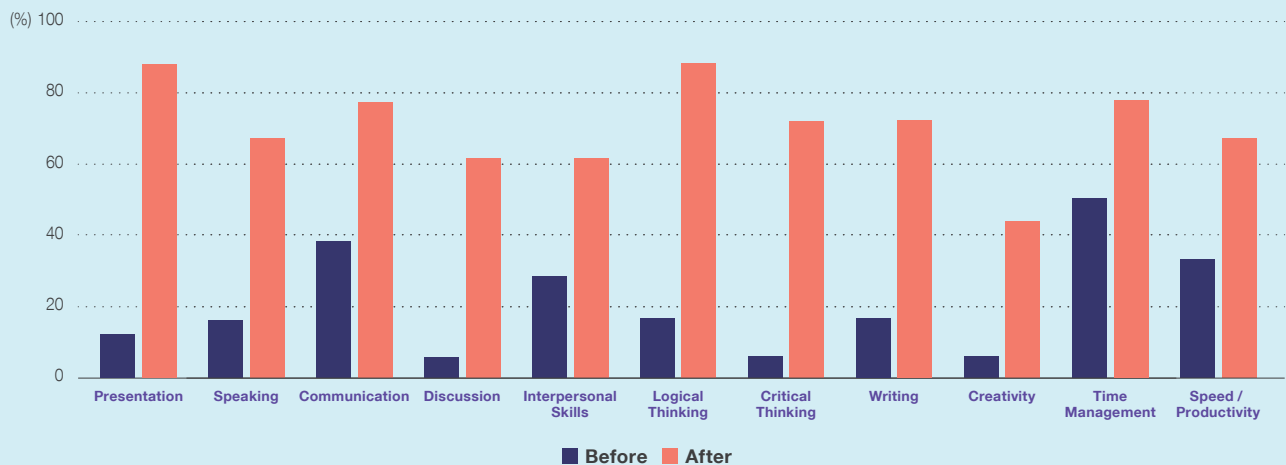


Mr. Michael J. Yoshii

# Alumni Snapshot

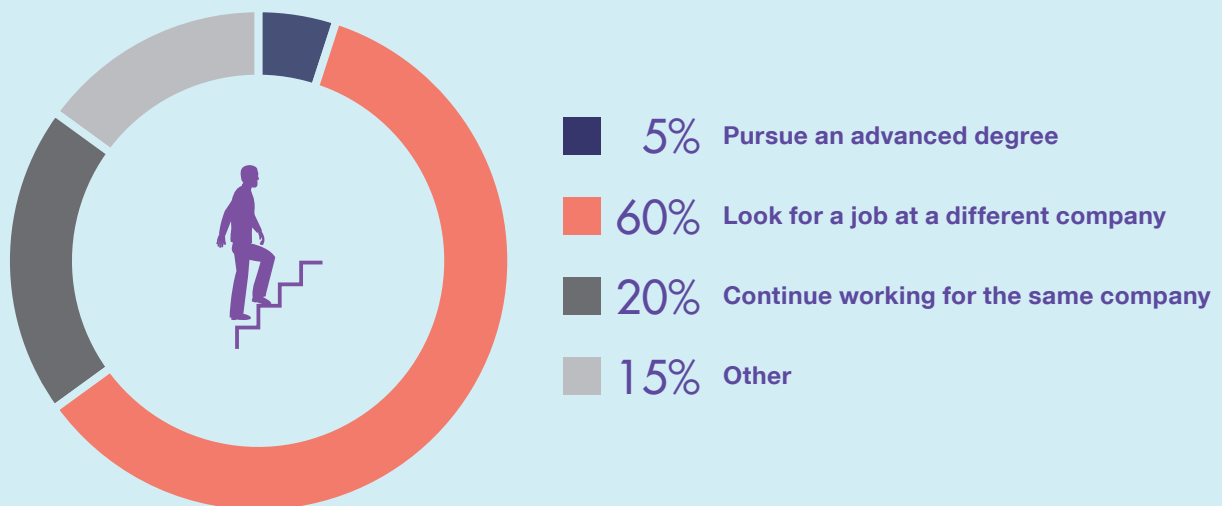
The following shows the results of a survey for MBA-IB students who graduated in March 2023.

## 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, 2025

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

## Admission Schedule

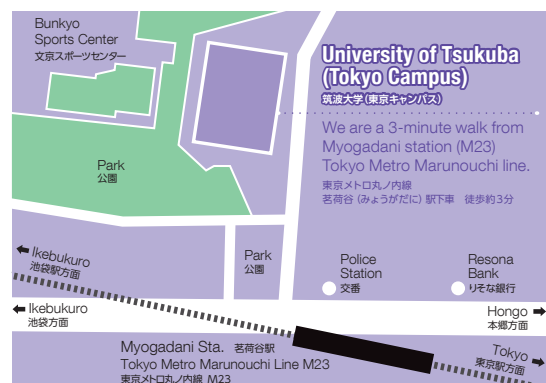
1	Check Application Guidelines	Application Guidelines are available at <a href="https://www.office.otsuka.tsukuba.ac.jp/examinee/mbaib/">https://www.office.otsuka.tsukuba.ac.jp/examinee/mbaib/</a>	
2	Web Entry and Application Document Submission	Tuesday, August 27, 2024 - Friday, September 13, 2024	<b>Eligibility Screening</b> Monday, August 5, 2024 - Friday, August 9, 2024 Eligibility screening is required for applicants who do not hold a bachelor's degree before Web Entry.
3	First Screening Result	Friday, October 18, 2024	
4	Second Screening (Interview)	Saturday, November 9, 2024 (For Applicants residing overseas) Sunday, November 10, 2024 (For Applicants residing in Japan)	
5	Second Screening Result	Friday, December 6, 2024	
6	Admission Procedure	Before mid-February 2025 *Admission fee ¥282,000; *Annual tuition ¥535,800 (Total two years ¥1,353,600) *as of April 1, 2024	

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

## Admission Statistics \*average in the past three years

<b>Applicants</b>	<b>Successful Applicants</b>	<b>Admitted</b>
<b>73(40)</b>	<b>36(14)</b>	<b>34(12)</b>

(Numbers in brackets: International Candidates)



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

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TEL: +81(0)3-3942-6918

Inquiry: <https://www.mbaib.gsbs.tsukuba.ac.jp/contact-us/>

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