Graduate School of Management
Kyoto University
Outline of the Graduate School of Management, Kyoto University

<table>
<thead>
<tr>
<th>Professional Degree Program</th>
<th>Doctoral Degree Program</th>
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<tbody>
<tr>
<td><strong>Official Name</strong></td>
<td>Department of Business Administration, Graduate School of Management, Kyoto University</td>
</tr>
<tr>
<td><strong>Foundation</strong></td>
<td>April 2006</td>
</tr>
<tr>
<td><strong>Degree</strong></td>
<td>MBA: Master of Business Administration</td>
</tr>
<tr>
<td><strong>Number of Students</strong></td>
<td>80 students (170 students in total)</td>
</tr>
<tr>
<td><strong>Official Status</strong></td>
<td>Professional Graduate School</td>
</tr>
<tr>
<td><strong>Location</strong></td>
<td>Yoshida Campus, Kyoto University (Yoshida-Honnmachi)</td>
</tr>
<tr>
<td><strong>Class Hours</strong></td>
<td>Monday through Thursday 9:00am to 3:00pm</td>
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<tr>
<td><strong>Years Required for Graduation</strong></td>
<td>Two years for the general course. (One year when credit requirements are met.) A year and a half for the one and half year course.</td>
</tr>
<tr>
<td><strong>Credits Required for Graduation</strong></td>
<td>42 credits / 36 credits for the one and half year course.</td>
</tr>
<tr>
<td><strong>Credits that Student Can Register for</strong></td>
<td>24 credits for a semester (48 credits for a year)</td>
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<tr>
<td><strong>Location</strong></td>
<td>Sakyo-ku, Kyoto, JAPAN</td>
</tr>
<tr>
<td><strong>Class Hours</strong></td>
<td>Monday through Thursday 9:00am to 3:00pm</td>
</tr>
<tr>
<td><strong>Mainly held on Saturday</strong></td>
<td>Three years</td>
</tr>
<tr>
<td><strong>Graduates</strong></td>
<td>7 students (21 students in total)</td>
</tr>
<tr>
<td><strong>Graduate School of Management Deans Past to Present</strong></td>
<td></td>
</tr>
<tr>
<td>Katsu YOSHIDA</td>
<td>April 1, 2006–March 31, 2008</td>
</tr>
<tr>
<td>Tatsuhiko NARU</td>
<td>April 1, 2008–March 31, 2010</td>
</tr>
<tr>
<td>Yoshihiro TOKUGA</td>
<td>April 1, 2012–March 31, 2014</td>
</tr>
<tr>
<td>Hirotaka KAWANO</td>
<td>April 1, 2014–March 31, 2016</td>
</tr>
<tr>
<td>Kiyoshi KOBAYASHI</td>
<td>April 1, 2010–March 31, 2012</td>
</tr>
<tr>
<td>Yasunaga WAKABAYASHI</td>
<td>April 1, 2016–</td>
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</tbody>
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**History**

April 2006
- Graduate School of Management is established
- Nomura Securities Chair is transferred from the Graduate School of Economics

April 2008
- Finance and Accounting Program is established

June 2008
- Cooperative agreement established with the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) City and Regional Development Bureau

October 2008
- Visiting Chair for Urban, Regional Management is established
- Visiting Short-term Chair to Support the Creation of Accounting Specialists is commissioned as part of the next project of the "Education Promotion Program for the Needs of Gate-Working People"

December 2009
- Visiting Chair for Project Finance is established

April 2010
- Visiting Chair for National Land Management is established

October 2010
- Visiting Chair for Project Finance is established

April 2011
- Cooperative agreements established with the MIT Road Bureaux and River Bureaux

July 2009
- Center for Research in Business Administration is established

December 2009
- Comprehensive collaboration agreement established with Keio and Kobe universities

April 2010
- Visiting Chair for National Land Management is established

October 2010
- Visiting Chair for Project Finance is established

November 2012
- Collaborative Graduate Program in Accounting Designs is commissioned as part of the Next project of the "Program for Leading Graduate School Interdisciplinary Model Information" and "Design studies unit" is established in cooperation with Graduate School of Informatics

April 2013
- Finance Endowment Research Center (Asuka Asata) is established

April 2014
- City and Town Management by Public-Private Partnerships is established

July 2014
- Collaborative Research Chair for Asian Business Leader Development is established

September 2014
- Opened the program "ICTER Nurturing program for entrepreneurs"

October 2014
- The Adult Education Initiative for Business Professionals was adopted as a project of the Ministry of Education and Science

April 2015
- "Eduational Research about Brain Education" is an Impact

March 2016
- Accreditation given by ABET21

April 2016
- Doctorate course started

Yasunaga WAKABAYASHI
Message from the Dean

Kyoto University Graduate School of Management (the official name is Kyoto University Graduate School of Management Department of Business Administration and Department of Management Science, in the following, GSM) was established as a professional degree offering a master course in April 2006. This master course (Department of Business Administration) was established at the graduate school to educate highly-skilled professionals in the field of professional management. The master’s course accepts students from various backgrounds such as professional-business people, foreign students seeking to study abroad, along with any students within the science and technology field. A two year education curriculum is offered. The academic degree of "Master of Business Administration (professional)" (MBA) is obtained upon completion of each of the four programs such as Business Leadership, Service Value Creation “Project Operations Management (POM)” and “Finance and Accounting”. Also, the "International Project Management Course (IPROMAC)" where all classes are instructed in English, and a one and half year course for finance specialists and accountants is offered.

In addition, PhD. course (Department of Management Science) was established in April 2016. Eight new students were admitted. The PhD. course accepts students who possess successful business results and possess ample business experience. This offers course work conducted over three years and focuses on three different programs which encompass "Practical Finance", "Service Innovation and Design", and "Project Management", and has them submit a doctoral dissertation involving the academic significance. Its novelty, creativity and applicable value in the field of management science. After the Ph. D defense, a candidate student will be awarded a PhD. (Management Science).

GSM provides many specialized subjects taught solely in English in order to respond to international needs. GSM has many mutual agreements between related departments of foreign universities, which enables GSM students to be dispatched abroad to France, Germany, Canada, China, Taiwan, India, Turkey, Thailand, Korea, and other countries. Also, by focusing a project to develop Asian business leaders, GSM cooperates with partner companies in joint research projects as well as collaborating with many business schools from Asian countries.

2016 is the 10th anniversary of GSM. During these ten years GSM has made a conscious effort to continually respond to the needs within a changing era, changing society, business demand, and adhering to students' requests. As a result, in 2015, ABEST21 (The Alliance on Business Education and Scholarship for Tomorrow, a 21st century) honored GSM by saying, “GSM was excellent because almost all evaluation standards were satisfied within the curriculum programs and very few areas needed to be improved. Maintaining and improvement not only for education, but also for research were to be expected.” Also, in an article from the "Nikkei Carrier Magazine; Domestic MBA graduate school ranking 2015", GSM received the first place among western Japanese universities following 2014, as the favorite MBA school for candidates. This was attributed to the fact that our students and the faculty members have improved themselves and created the an excellent place of shared learning with each other. This was also attributed to the fact that enterprises, non-profit organizations and government offices have given their continued support to GSM. We would like to show our gratitude to each stakeholder here again. Based on the philosophy of "prudence with self-confidence", "autonomy and independence" that has been respected and pursued in Kyoto University, GSM would like to strive for the next ten years challenges, reformation and creation in advanced management research and an educational system development based on the high professional business, and to further contribute to the diverse and harmonious developments of a global society.
Mission

The Graduate School of Management has developed an educational system that draws upon the latest research in management, as well as advanced and specialized business practices. This school aims to contribute to the diverse yet harmonious development of society through the nurturing of originality and decision making capabilities in professionals, so that they can give leadership in a wide area of fields.

Approach

The following are the three principal approaches to realizing this mission.

1. While following the tradition of Kyoto University that places an importance on the autonomous and independent spirit and critical discussions, the school will promote advanced research and develop an educational system that encompasses highly specialized business practices, by creating a research and educational environment in cooperation with industries and government.

2. The school will accept individuals with diverse backgrounds, and will produce highly specialized professionals and highly specialized professional doctors in various fields by utilizing our educational system.

3. As a university in the global society, the school will fulfill the role of becoming a base for research and education with originality.
Admission Policy

The Graduate School of Management (Professional Degree program) has developed active education and research, based on the tradition and spirit of Kyoto University, to nurture highly specialized professionals with specialized knowledge and capacity.

The course offers a unique curriculum as it strives to bridge the gap between theory and practice within the business world and is offered to talented individuals from many diverse backgrounds. We are willing to accept students who have various backgrounds such as professional business people, and new graduate students as well as foreign students. The individuals who best fit the requirements to study in GSM will possess the following three capabilities based on our mission and approach.

1. Individuals who possess a robust will to study on the complicated and diversifying problems to which current management is facing, autonomously.

2. Individuals who are able to participate on the educational program of the professional degree course which is aimed at highly professional business people with a strong intellectual desire and awareness of their social responsibility.

3. Individuals with an ability to improve themselves mutually within a class.

Furthermore, the international project management course accepts individuals who have graduated from various departments, with and without work experience, from various countries. Selection in this course will find individuals with a clear understanding with regards to the problems of present-day project management, as the course offers a high level of professionalism accompanied with practical skills which focus on real management. Whilst vocational experience and motivation can advance and assist a candidate in the selection process, GSM does not discriminate against any applicant for this course for reasons such as race, religion, gender, age, nationality, political ideology, or any person with any physical disability.

Curriculum Policy

In order to realize the Graduate School of Management's 'Mission' and 'Approach', the curriculum policy has been established with two main pillars. First, the curriculum allows for students to complete their course in a step-by-step process. They will initially build a strong base of fundamental knowledge then build upon it by learning theoretical and practical knowledge through the basic subjects, learning in the specialized subjects, practical learning in the business practice subjects, then utilize their learning in the advanced subjects. In addition, in order to update the learning, participating in academic seminars and/or symposiums is required.

Secondly, the curriculum is organized into the three courses, "Two Year Course", "One and a Half Year Course (Finance/Accounting)" and the "International Project Management Course", and four programs offered within the 'Two Year Course'; 'Business Leadership', 'Project Operations Management', 'Service Value Creation', and 'Finance and Accounting' in which it is required to take some subjects in English. Management in the corporate environment often experiences large changes, making it necessary for a curriculum which can adapt to them. The Graduate School of Management evaluates and reconsiders its curriculum whenever needed in order to incorporate the latest trends, theories and methods in management. The school always makes an effort to improve and/or develop the curriculum, which can be evaluated by stakeholders, through increasing student’s practical competence and helping them to bring socially valuable business to the fore.

Diploma Policy

The school will confer the degree of 'Master of Business Administration (Professional Degree)' to students who have attended during the designated study term and have completed the required number of credits for one of the professional degree programs aforementioned in the curriculum policy.
Curriculum Features

Three Main Courses

The Graduate School of Management provides three educational courses to cater to students with diverse backgrounds. In addition to the regular [Two Year Course], there is a [One and a Half Year Course] for finance/accounting experts, and an [International Project Management Course] which is conducted entirely in English.

Various Lecture Styles to Accommodate Diversification

The Graduate School of Management is a full-time professional graduate school with lectures held during the daytime, Mondays through Saturdays (8:45AM to 6PM). Various lecture styles are offered for the diversified needs of the students.

There is a curriculum system called credit auditor for those who have professional work experience and have a clear mindset for solving problems in modern management. There is also a joint degree system which allows graduate students in other departments at Kyoto University to take credits at the Graduate School of Management and complete the MBA program in 1 year. In addition, it is also possible to graduate in 1 year if after evaluation, credits acquired at other graduate schools are certified towards degree completion.

Individuals Aspiring to embark on Global Careers

The Graduate School of Management aims to nurture future leaders who will contribute to the expansion of global business in global enterprises, international organizations, etc. To accomplish this, the school has established an international project management course which offers English language education, strengthening of debate skills in English, etc. and is actively developing international business/ project case study materials. In addition, information regarding international internships through global enterprises, the World Bank, the Asian Development Bank, JICA among others, or international seminars offered by universities and research institutions overseas are disseminated to students who are actively supported in participating in such opportunities. Furthermore, student exchange programs with overseas institutions have been established to promote the internationalization of students, where students are given the opportunity to study abroad for one semester and acquire credits at an overseas institution. Currently, the graduate school has such student exchange agreements with the National Taiwan University, National Chengchi University (Taiwan), Koc University, Izmir University of Economics (Turkey), Ewha Womans University, Pusan National University, Seoul National University (Korea), Indian Institute of Management Calcutta, Indian Institute of Management Ahmedabad (India), Ryerson University (Canada), Technical University of Munich (Germany), Bucharest University of Economics Studies (Romania), University of Transport and Communications (VIETNAM), EMlyon Business School (FRANCE), Chulalongkorn University (THAILAND), Peking University (CHINA)

Supervisors

Supervisors provide students with guidance in taking courses and assist in overall studies to help provide a meticulous educational system. Through practical advice in course completion and planning, supervisors will support students so that they can concentrate on their studies.

Step-by-step Course Structure

The Graduate School of Management provides a variety of subjects in order for students to acquire specialized knowledge in scientific theories and practical problem-solving abilities. Students will mainly take basic subjects in the first semester of the first year, and then take specialized subjects from the second semester of the first year to the first semester of the second year. From the first semester of the second year, students will take practical business and advanced subjects so that they can systematically complete the course.

Basic Subjects: These subjects aim for the student to acquire basic understanding in management and analysis.
Specialized Subjects: These subjects are necessary for the student to acquire specialized knowledge necessary for solving practical management issues.
Business Practice Subjects: In these subjects, situations, circumstances and issues seen in practical business scenes along with knowledge and business methods are taught by faculty who are practitioners in leading business affairs.
Advanced Subjects: These subjects integrate and further develop the knowledge and theories acquired from specialized subjects and business practices learned from business practice subjects.
Two Year Course

The two year course is the graduate school's general course of study. Students will select one program from the following four programs and complete the corresponding course requirements. This course has two selection processes – a general selection process which consists of a written entrance examination, and a special selection process for working professionals which takes work experience into account.

Four Educational Programs Adapted to the Demands of the Times

The Graduate School of Management continually reevaluates its educational programs to respond to the current needs and conditions of the Japanese economy. The "Service Value Creation" program was started in the 2010 academic year, and the "Financial Risk Management" and "Finance and Accounting" programs were combined to form a new "Finance and Accounting" program in the 2011 academic year. The "Business Creation and Revitalization" program was reorganized as the "Business Leadership" program in the 2014 academic year. The school thus offers four educational programs tailored to the demands of the times. For the Two Year Course, students will select one program and fulfill the subject requirements according to the course requirements.

Business Leadership Program

With intensified global competition, the way organizational or market strategy innovation ought to be is being questioned. Within organizations, work environments where the future is uncertain, calls for the need to nurture strong leaders who have the ability to quickly process complicated information and make decisions with calculated risks are being made. Additionally, in a market influenced by network externalities where there is a growing movement towards the idea of "winner takes all," it is increasingly important to establish leadership. This program aims to merge both the theories and practices of how to realize strategic superiority of "the individual within an organization" and "businesses within a market" through the studies of specific cases and through discussions.

Service Value Creation Program

This program aims to nurture leading professionals in the advanced service industry who will provide higher values by improving productivity through innovation. In a time where the economy's service and information industry is progressing, the program will offer a curriculum to educate management personnel who understand the importance of and have a mindset for the development/foundation of service skills and competence. The program will cover the latest methods and theories of economic/societal value creation of intangible assets, communication skills and in order to nurture specialists possessing a high level of knowledge in service and those who will have a mindset for value creation.
Project Operations Management Program

This program corresponds to projects of temporal cooperation between organizations (business teams) established in order to achieve a certain goal in projects such as large-scale international projects, development of new technologies, and development of information systems. Project managers who manage these projects are recognized as very important human resources in the modern business world. For this reason, this program aims at cultivating internationally-minded project managers with diverse management capabilities, by developing their management abilities in such areas as financial management, finance, strategy management, and organizational management.

Eight subjects with 16 or more credits including the subjects specified by each program.

Business Practice Subjects

- Microeconomics, Accounting, Strategic Management, Statistics, and Project Management

Specialized Subjects


8 or more credits


Advanced Subjects

Two subjects with 4 or more credits.

Workshops I and II in the selected program are required. Students may take up to two workshops.

English subjects with 4 or more credits are required out of Specialized or Business Practice Subjects with 12 or more credits specified by each program.

Finance and Accounting Program

This program aims to cultivate specialists who possess the combined knowledge in both areas of finance/financial technology and accounting, and is suited for those with specialized certifications such as certified public accountants and securities analysts, or those with specialized careers in accounting/finance. The program will produce highly advanced professionals that will play active roles in the private sector or NPOs. Certified public accountants strong in finance and financial experts strong in accounting will be nurtured by developing specialized knowledge in areas that overlap both finance and accounting.

Eight subjects with 16 or more credits including the subjects specified by each program.

Part 1 (Finance and Accounting)

- Microeconomics, Accounting, Strategic Management, Statistics, and Finance.

Part 2 (Business Practice Subjects)

14 or more credits


8 or more credits


Advanced Subjects

Two subjects with 4 or more credits.

Workshops I and II in the selected program are required. Students may take up to two workshops.

English subjects with 4 or more credits are required out of Specialized or Business Practice Subjects with 12 or more credits specified by each program.

For admission details, please visit our website:
http://www.gsm.kyoto-u.ac.jp/ja/application-guidelines/application-guideline.html
One and a Half Year Course

This one and a half year Finance and Accounting Program is for finance/accounting specialists currently in practice, such as certified public accountants, licensed tax accountants, analysts, actuaries and individuals with prior experience working at the Financial Services Agency or National Tax Agency. Enrollment for this course is in October, and students in this finance and accounting program do not have the option of switching to another program. Selection for this course will be made by considering the applicant’s financial/accounting work experience.

Finance and Accounting Program

This program aims to cultivate specialists who possess the combined knowledge in both areas of finance/financial technology, and accounting, and is suited for those with specialized certifications such as certified public accountants and security analysts, or those with specialized careers in accounting/finance. By developing specialized skills in both finance and accounting, the program will produce public accountants strong in finance and financial experts strong in accounting, in addition to highly advanced professionals that will play active roles in the private sector or NPOs.

In response to the changes in the Japanese economy and business environment, specialists in the finance fields and financial experts who possess accounting knowledge are in demand. There is a definite need for currently practicing professionals such as certified public accountants and tax accountants to receive specialized training in finance, and financial experts such as analysts to receive training in accounting. This new MBA program was created in response to those needs for currently practicing specialists such as certified public accountants, tax accountants, analysts, actuaries and those with experience at the Financial Services Agency/National Tax Agency, and entrance examinations for this special course are scheduled for enrollment in October. We hope that many specialists will take up this challenge.

One and a Half Year Course Outline

- Most of the classes in this course are instructed in Japanese.
- Standard degree completion will take 1 year and 6 months with a completion requirement of 38 credits.
- Enrolment is in October.
- To complete the course, the following credits are required:

  - **Basic Subjects**: 6 or more credits
  - **Specialized Subjects**: 20 or more credits (including 8 or more credits in subjects specified by the program)
  - **Business Practice Subjects**: 8 or more credits (including 4 or more credits in subjects specified by the program)
  - **Advanced Subjects**: 4 credits in 2 subjects (total of 4 credits in Workshop I and II)

Academic Year Admission Information

For admission details, please visit our website:

http://www.gsm.kyoto-u.ac.jp/ja/application-guidelines/application-guideline.html
International Project Management Course

This course was newly established under a national government program to meet the global expansion needs of Japanese businesses and started in April 2011. This is a two year course with all classes being instructed in English. The structure of the curriculum is focused on international project management.

International Project Management Program

The International Project Management Program accepts university graduates from diverse fields, those with work experience, and currently employed professionals from all over the world, and offers an educational program to nurture highly advanced professionals who possess the necessary management skills to be able to successfully complete projects with special aims and or various restrictions/uncertainties. Specifically, the program aims to develop leaders of the next generation with skills in international development management, project management, project finance, risk management, international contracts, arbitration management, etc., and those who will tackle the modern-day problems of the global society.

International Project Management Course Outline

- Standard degree completion will take 2 years with a completion requirement of 42 credits.
- Enrollment is in April.
- It is possible to complete the course by only taking classes offered in English. However, interested students may take classes instructed in Japanese. (Japanese Proficiency equivalent to level 2 of the JLPT is required.)
- To complete the course, the following credits are required

16 or more credits
- **Basic Subjects**
  - Microeconomics, Macroeconomics, Accounting, Governance, Risk Management & Compliance, others

8 or more credits
- **Business Practice Subjects**
  - Turnaround Management, Project Finance, Risk Management & Finance, Supply Chain Management, others

14 or more credits
- **Specialized Subjects**
  - Contract Management & Dispute Resolution, Transportation and Logistics Management, Policy Evaluation, others

4 or more credits in 2 subjects
- **Advanced Subjects**
  - International Project Management Workshop I-II

For admission details, please visit the International Project Management Course website: http://www.gsm.kyoto-u.ac.jp/en/admission-information/admission-guidelines.html

Internships and Workshops

Students will have the opportunity to experience real-world situations through internships and workshops, which are offered outside of the educational program curriculum. These are offered with the aim of integrating the knowledge and theories acquired from the basic, specialized and business practice subjects into actual situations. The purpose of workshops is to deepen one’s knowledge of the nature of business by focusing on a particular specialization and undergoing thorough research/practices in small numbers. In internships, students will spend one to three months at a company or the like to build up experience in learning how to utilize the acquired knowledge towards actual problem solving. Furthermore, similar to the overseas project management seminars, the graduate school is actively dispatching students to overseas training opportunities and certifying acquired credits.

Internship Locations for the 2015 Academic Year
- The Board of Education, Nichinan
- Amakusa city
- H2O Retailing Corporation
Doctoral Program

Admission Policy

The Graduate School of Management Department of Management Science (Doctoral program) has developed active education and research, based on our tradition and spirit to nurture highly specialized professional doctors as a global business leader having a high research capability and ample practical business activity.

A masters or a professional degree is principally required to be accepted on the doctoral program, and the selection process which will choose a highly professional business person with actual business experience is considered.

The individuals who best fit the requirements to research this program will possess the following three capabilities based on our mission and approach.

1. Individuals who understand and share the philosophy of the graduate school, and possess a robust will to study on the current complicated and diversifying problems autonomously.

2. Individuals who are able to participate on the educational program of the doctoral program which is aimed at highly specialized professional doctors with a strong intellectual desire and awareness of their social responsibility.

3. Individuals who possesses the necessary basic academic skills and the ability to execute the realization of the philosophy and purpose of this graduate school.

Curriculum Policy

In order to realize the Graduate School of Management’s ‘Mission’ and ‘Approach’, the curriculum policy has been established with two main pillars. Firstly, after receiving lectures, seminars, and exercises including course work and the knowledge of the management science by the training and research methodology, each student will have the opportunity to specialize in one of the following three research areas such as “practice finance”, "service innovation and design", and "project management", to ensure that the student is capable of applying their skills on a practical level within a real business administration. Secondly, in the current age of global competition, previously unknown problems that are difficult to forecast will arise, creating unique problems in the conventional education framework that will become more of a serious issue. When a student is ready to pass the examination of dissertation for their Ph.D., a tutorial team, that is the instruction members consisting of the teachers varying within that specialized field, is formed, and the research guidance is clearly placed as the required subject "Study on Management Science". The curriculum contains a series of examinations that form part of the assessment process. They include, "preparatory examination of doctoral dissertation", "qualifying examination of doctoral dissertation" and "midway examination of doctoral dissertation" to reach the final “examination of doctoral dissertation”. These examinations are set as part of the doctor’s degree education and are totally supervised throughout the latter period of the graduate course.

Diploma Policy

The GSM has established a curriculum policy to realize the mission, mentioned above.

The school will confer the degree of "Doctor of Philosophy in Management Science (Doctoral Degree)" to students who have attended during the designated study term and have completed the required number of credits for one of the doctoral programs aforementioned in the curriculum policy, and have passed the examination of doctoral dissertation.

The examination of doctoral dissertation is executed to check the validity of the thesis to ensure it possesses the required academic significance, novelty, creativity and applied value for an actual field of study. It is also to test whether the doctoral degree candidate possesses the necessary planning and promotion ability to conduct research, has the ability to structure their presentation results, obtains a wide professional knowledge of the industry, and displays a high standard of ethics within the study of art and science.
Doctoral Program Outline

In the academic term of 2016, this graduate school established the doctoral program in the graduate school which allows the person graduating from a master course or the MBA equivalence to pursue a doctorate. The doctoral program primary aim is to foster a highly specialized professional doctor as a global business leader.

The student who partakes in this doctorate will improve their professionalism, and are afforded the opportunity to design their own specific individual curriculum based around one of the following three research areas.

- Practice finance research area,
- Service innovation and design research area,
- Project management research area.

In the doctoral program the student is required to select subjects from ‘doctoral basic subject’, ‘doctoral special subject’, ‘practice on management science’ and ‘study on management science’ as their course work. Furthermore, students must pass a ‘preparative examination of doctoral dissertation’ in the first year and a ‘qualifying examination of doctoral dissertation’ in the second year, to move on to the next year.

Research guidance by the team of research guidance as well as the team of supervising specialized area is performed for the doctoral program.

Students will receive a Doctor of Philosophy in Management Science degree upon three year’s residence and completion of 24 or more credits and passing the examination of doctoral dissertation.

### Department of Management Science, (Doctoral Program)

Practical finance / Service innovation and the design / Project management

Doctor of Philosophy in Management Science =

- Global business leader having a high research capability and an ample practical business activity (highly specialized professional doctor)

**Examination of doctoral dissertation**

**Study on Management Science IV**

**Requirement for graduation**

1. Students shall be at least three year’s residence and receive research guidance and complete 24 or more credits. 8 credits including doctoral basic subjects and doctoral special subjects, 4 credits for the doctoral practice subjects, and 12 credits for doctoral research guidance.
2. Students shall submit a doctoral thesis and pass the examination of dissertation.

- **Doctoral Specialized Subjects**
  - Advanced Finance,
  - Advanced Accounting,
  - Advanced Service Innovation,
  - Advanced Service Design,
  - Advanced Project Management Theory,
  - Advanced Practical Project Management.

- **Doctoral Practice subjects**
  - Practice on Management Science I, II

- **Doctoral basic subjects**
  - Advanced Management Science, Research Methods.

- **Achievement of basic academic skills**
  - Credits are not required.

**The organization of research guidance**

**Team of research guidance**

- Supervisor + associate supervisor

**Interdisciplinary research project**

- Supervisor + teachers in the major research area

**Team of supervising specialized area**

**Person who has real business experience of more than 3 years, or who has been approved by an affiliated organization**

- Department of business administration, Kyoto University
- Master’s program / professional degree program of Kyoto University or another university
The global society is seeking solutions for complex problems such as global warming, disasters, energy, food, and population. In this leading program, we develop specialists capable of designing social systems and architectures in collaboration with experts from various fields. Studying "design" as a common language between different fields, we develop experts who are capable of changing our society. We call such experts "+ shaped people," meaning outstanding experts who can collaborate with others beyond the boundaries of expertise, in contrast to "T shaped people," meaning generalists with broad general knowledge. Cultivation of such "+ shaped" human resource is the goal of this program. In order to develop such talent, our graduate program is organized by the collaboration among five specialized disciplines: informatics, mechanical engineering, architecture, management, and psychology.

Established Period

October 1, 2012 – March 31, 2019

Description of Activities

1) Establishment of Design Methodology

In order to address the complex challenges that human society faces, we will combine cultivated knowledge in design studies such as mechanical engineering, architecture, informatics, and system science. The management discipline, which has its own design studies including organization design, entrepreneurship and service design, is central to design social systems and architecture. Through this, we hope to establish a new design methodology that will help pinpoint and solve problems from the perspective of society.

2) Establishment of Design Education

We will recapture design not only from the activities that focus on products and services, but also for multifaceted human activities in organizations, communities, society and culture. With this in mind, we hope to establish a practical educational program that utilizes the resources of practicing professionals, where design takes place through the cooperation of multiple disciplines such as informatics, engineering, management, psychology and fine arts.

As one of the central departments in the design school, the Graduate School of Management is contributing to the field’s establishment. Extending our service research program, we are now undertaking “service design,” which has seen an upsurge in recent years. We have collaborated with MOS Food Services, Inc. in the area of design of fast food services and with Kyoto City University of Arts Faculty of Fine Arts in the area of hospital design, an important service for society. Furthermore, toward the goal of designing social systems and architecture, we are developing “organizational/community design theory.” In addition, we are also undertaking “business design theory,” which involves the creative design of new businesses.
Graduate School of Management Job Search Support

The Graduate School of Management offers the following job search support services for students.

Offering job fairs
The school offers its own job fairs and supports students in their job searching. For example:

- Mizuho Financial Group, Inc. job fair
- Recruit Career Co., Ltd. job seminar
- PricewaterhouseCoopers Aarata job fair

Employment Locations
The following are the main employment destinations for the students who graduated in the 2015 academic year (including those already employed and new business startups during studies).

- Amazon Japan G.K.
- Nose Kozai Inc.
- Frontier Management Inc.
- Haselab Corporation
- DIVA CORPORATION
- Takashimaya Company, Limited
- Recruit Sumai Company Ltd.
- The Daiichi Life Insurance Company, Limited
- DYM Co., Ltd.
- KPMG AZSA LLC
- Sumitomo Mitsui Trust Bank, Limited
- National University Corporation, Kyoto University
- IBM Japan, Ltd.
- Accenture Japan Ltd.
- Fringe81 Co., Ltd.
- INFORMATION DEVELOPMENT CO., LTD.
- DAIKIN INDUSTRIES, LTD.
- Mizuho Securities Co., Ltd.
- Nomura Securities Co., Ltd.
- KPMG AZSA LLC
- Prered Partners Co., Ltd.
- cocokara fine Inc.
- Works Applications Co., Ltd.
- PricewaterhouseCoopers Kyoto
- Kirin Holdings Company, Limited
- CyberAgent, Inc.
- Recruit Communications Co., Ltd.
- Sealed Air Company Limited
- Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.
- MITSUI & CO., LTD.
- Koyo Corporation
- JCB Co., Ltd.
- NTT Communications Corporation
- Ernst & Young Advisory Co., Ltd.
- Aiming Inc.
- Rolls-Royce in Japan, etc.

Point System
Students must acquire a minimum total of 20 points by attending or presenting at special lectures, related research meetings, association meetings, doing studies abroad, internships, etc. during their two year study term. This is a requirement to receiving the credits for Work Shop II in the second year.

Message from Student

Yasuharu Ishikawa
Program: Business Leadership Grade: 2nd Year STRIKE INTERNATIONAL INC., President & CEO

How I have utilized the skills that I learnt in the Business Management Graduate School

I started a new business when I was 23 years old and had over twenty years of business experience. However, I thought I couldn’t possibly become a leader of a global enterprise based only on my empirical knowledge, and decided to enter a high level grade school. Upon the completion of the course, my understanding with regards to management in general has increased a great deal, and I have been able to apply it within my actual company management today. During my studies I had received a few negative opinions from some administrative managers, such as an MBA course is insignificant for actual work requirements. However, my own personal opinion as to how significant or insignificant a course is depends entirely on a participant’s own motivation and willingness to learn. Even though I had more than twenty years experience, the classes were both interesting and fun. Service theory and design theory are two programs not offered in other MBA courses and are one of the most appealing points of the Kyoto University Business Management Graduate School. Furthermore, to simultaneously learn about management, business strategy, marketing, finance and accounting - all aspects of both management and theory conducted by the professors was a very rewarding overall experience. During my studies I was able to propose and draft a new business model based on the knowledge and the experience I received during the course and it was commercialized based on advice I was offered from my professors. Upon entering this MBA course with real determination, I guarantee that the student will obtain a more intuitive worldwide view, as well as gaining a greater perspective on the practical and theoretical aspects of the business world.
Message from Student

Hiroyasu Koma  
Business Creation and Revitalization Program (Currently: Business Leadership Program)  
Graduated in : March 2011  
CEO, G&M, Co., Ltd.

When I was 31 years old, I had decided to take an examination from this graduate school. The company which started a new business in my college was successfully launched, and the company results have been admitted by business circles. But as the company grew, I began to feel the limit of my ability as a proprietor. I thought I will be able to benefit and further progress my business by obtaining valued experience from focusing on both practical business affairs and hands-on learning. I determined that I should remain free from distractions so entered this graduate school while handing over the reins to my company to an entrusted foundation member. I enthusiastically attended each class which led to the successful creation of a firm with one of my classmates. I also managed to acquire knowledge and practical skills in various key areas of business. The two year course became an invaluable part of my life experiences that have enabled me to build everlasting relationships with my classmates and teachers alike. Many of my classmates became successful in the global world of business after graduation, and I now feel that this is the only graduate school that provides an environment where students are encouraged to carry out independent learning. A G&M corporation was also the venture which started my new business during my time on the course, and I successfully oversaw the mass production start-up of an electric car company for our first domestic venture. Previous feelings that I may lack certain skills have been left behind as I think I have learnt here how to successfully meet challenges after the completion of my two years at this graduate school.

Yuki Kondo  
Business Creation and Revitalization Program (Currently: Business Leadership Program)  
Graduated in : March 2015  
ipet Insurance Co., LTD  
Manager Human Resources and General Affairs Department

The reason why I chose Kyoto University is because the school is a full-time professional graduate school. I thought when a business person goes to school while working, the limitations of studying would be so enormous that it would seriously affect both my job and narrow the potential for me to increase my knowledge. That is the reason I chose a full time business management graduate school, to allow myself to have the time to devote to improving my skills by separating myself from my previous job in human resource management. This meant I could enhance my knowledge by learning about management strategy, finance and marketing research, and could re-recognize the importance within the field of human resource management. Hereafter, I would like to conduct data analysis in the personnel department based on the study results obtained during my time in this school, because my major focused on marketing research within the graduate course. Actually, correlative analysis between educational background, attribute of the professional career along with the length of their service and an employee evaluation results have a factor analysis which is based on the employee’s degree of satisfaction will be specifically performed, so that I will be able to purposely make strategic changes to personnel affairs, that is quite different from conventional organizations in regards to the personnel office environment.

Lydia Oktarini  
International Project Management Course  
Graduated in : March 2016  
PT, Telekomunikasi Indonesia, Tbk (TELKOM),

I’m an Indonesian pursuing an MBA in Kyoto University for career and self development. During my two years in GSM-KU, I learnt many different perspectives from other international students with different backgrounds, experience and cultures. Many subjects are available to choose based on our interest from basic, specialized to business practice subjects. What I loved most from GSM-KU is the opportunity to do intensive research through international project management workshops since Japan is a world leading country in research and development. We can also freely choose our workshop supervisor. GSM-KU introduced a points based system where students can enhance their knowledge through additional lectures or seminars. From a successful business person to companies and researchers will share their priceless experience for free. The GSM-KU’s administrative offices always provided full support for each student. A bonus of free Japanese language course was provided for those who might need it. I enjoyed studying at GSM-KU and would highly recommend it.
Current International Exchanges

### International Agreement Partners

- EMLyon Business School, FRANCE
- French Institute of Science and Technology for Transport, Development and Networks, FRANCE
- Technical University of Munich, GERMANY
- Bucharest University of Economics Studies, ROMANIA
- Foreign Trade University, VIETNAM
- Vietnam National University, VIETNAM
- University of Transport and Communications, VIETNAM
- Izmir University of Economics, TURKEY
- Koc University, TURKEY
- Indian Institute of Management Ahmedabad, INDIA
- Indian Institute of Technology Delhi, INDIA
- Indian Institute of Technology Kharagpur, INDIA
- Indian Institute of Management Calcutta, INDIA
- International Islamic University Malaysia, MALAYSIA
- Singapore Management University, SINGAPORE
- Seoul National University, KOREA
- Sungkyunkwan University, KOREA
- Pusan National University, KOREA
- Ewha Womans University, KOREA
- Konkuk University, KOREA
- Korea Advanced Institute of Science and Technology, KOREA
- Peking University, CHINA
- Ryerson University, CANADA
- Graduate School of Management, Kyoto University, JAPAN
- National Chengchi University, TAIWAN
- National Taiwan University, TAIWAN
- Asian Institute of Management, PHILIPPINES
- Ateneo de Manila University, PHILIPPINES
- Development Academy of the Philippines, PHILIPPINES
- Bandung Institute of Technology, INDONESIA
- University of Indonesia, INDONESIA
- University of New South Wales, AUSTRALIA
- Asian Institute of Technology, THAILAND
- Chulalongkorn University, THAILAND

### About Double Degree Program

The National Taiwan University was founded in 1928 and has traditionally performed remarkable research and education, as well as the fact that they are proud of producing many global human resources. Kyoto University Graduate School of Management concluded an agreement (on the accounting program, global MBA program) between the National Taiwan University College of Management regarding Double Degree Program in September, 2014. This is a three year program offered between the two graduate schools and students can receive a double degree (MBA) from either school. After a one year study period at Kyoto University, an eligibility screening is conducted for candidates and two students are chosen to board and study at the National Taiwan University. After a period of one and a half years learning upon enrolling in Kyoto University, and studying at National Taiwan University, they are expected to return to Kyoto University and complete six months learning in order to receive their double degree.

**Double degrees received by National Taiwan University College of Management**

(Accounting Program and Global MBA Program)

- **Enrollment in Kyoto University Graduate School of Management**
- **The first year**
  - April: Kyoto University
- **The second year**
  - September: National Taiwan University
  - In March, eligibility screening
- **The third year**
  - October: Kyoto University
  - Receiving the double degree
Indian Institute of Management Ahmedabad

Masahiro NOMURA

Dispatched to: Indian Institute of Management Ahmedabad, India (Departmental Cooperative Agreement)
Graduated in: March 2016 (Admitted in 2014)
Program: Project Operations Management

I had had an opportunity to study at the Indian Institute of Management Ahmedabad (IIMA) as an exchange student from September to November 2015.

When I entered the GSM, I planned to study abroad in the second year. I had heard that I had to study hard for basic classes in the first year. In fact, I did not have enough free time because of so many assignments, reports and group works in the first year. I got almost all credits to complete the course, so I decided to study abroad.

We have many choices about the country we study in, because GSM has so many affiliated schools all over the world. I chose studying in India. By the way, what kind of image do you have of India? "One of the most remarkable growth in the world", "It has a huge population", "I could change my view of life, if I stay in India", "Curry, curry" and so on. Nowadays, we can get so much information on the Internet easily, however, they are their experiences, not ours. If I want to get the real experience, I should go there. I wanted to study and live with students who would lead the growing country at IIMA, so I chose India.

It was the first time to send exchange students to IIMA from GSM, so I had to find the procedure for getting a VISA and applying for the exchange program. Finally, I could start studying abroad. I deeply appreciate what the GSM officer did to help me. Ahmedabad is the capital city of Gujarat State, in western India. There is a plan to make a high-speed railway from Mumbai to Ahmedabad by adopting the Shinkansen-style system, and it appeared in newspapers at the end of 2015. But I think it is not so famous in Japan. It was the end of the rainy season, it rained for several days while I stayed in India.

I had 4 courses. "Doing Business in India", which was for only exchange students, gave me basic information and the information I should know for doing business in India. There was a unique title of the course, which was "Elephants and Cheetahs". At first, I had not understood the meaning of the title, however, I could understand it gradually as the course proceeded. The lectures were given in English. We had to read at least one case, and after discussing it in small groups made a report almost every day. I am not good at reading in English quickly, it was so hard for me to catch up with them. Thanks to help from my friends and buddy, I could finish the courses.

In terms of living, I did not have any trouble. The accommodation was the dorm on the campus. The room had no air conditioner, it was so hot and humid, but we could get a comfortable temperature in the library. If it is someone's birthday, you would enjoy a special party in the dorm. There are small restaurants and cafeteria in the campus, and big supermarket near the campus. The campus has a dispensary, so you can consult a doctor and get a medical prescription from him. And also you can enjoy exercise in the gym.

In terms of culture, I could experience "Diwali" which is the biggest festival for Hindus. It was such an exciting festival. There were so many fireworks and shops everywhere in the night during the festival time. India has so many culture and festival, so many dance parties were held almost every two or three weeks, I had a great experience joining the party and dancing with them. There are heritage sites in the city and suburban areas of the city. You could go to Ajanta, Mumbai and so on, if you have free time for several days. I think that the opportunity to study abroad is limited generally, and so many people want to join it. However, GSM gives you the chance to study abroad. I heard the Japanese word "En" so many times from elder people. "En" has many meanings, destiny, relationship and so on. When you find the application for exchange program, it is "En" I think. It leads you to many friends and experiences, and they give you a new "En". Studying abroad gives you great experiences in your life, I want you to apply for the opportunity to study abroad positively.

Support for Global Career

The Graduate School of Management makes positive efforts in supporting the global career of students. After completion at the School, they will be given an opportunity to play an active part in the global business world. The role model is, however, not always available in terms of the career path to becoming a global business person. Therefore, the School provides various chances for the students to help them understand the global society, and expects them to consider a relation with Japan, with themselves and an image of global human resources that is required.

The School offers a series of lectures by professors from some Business Schools in Asia to understand the business way, the CSR activities, case studies, etc. By inviting the prominent professors from abroad, the special lectures are provided about the leading-edge research in the management field. Furthermore, the international conferences such as Service Innovation International Symposium and International Conference for Finance were hosted or cosponsored, and the joint research seminar was held with Ateneo Business School in the Philippines. In that way, the School set a place for discussion with the guest professors and researchers so that those activities ensure to act as a stimulus for the students.
Graduate School of Management

Endowed Chair – Organization
- Mizuho Securities Endowment (Corporate Finance)
- Finance (Money Design) Chair
- Road Asset Management Policy Chair
- City and Town Management by Public-Private Partnerships
- Integrated Port Logistics Chair
- Management Accounting Endowment Research Center (Sun Frontier Pudusou)

Joint Research Chair
- Asian Business Leader Development
- Service Excellence

Visiting Chair
- Urban / Regional Management
- National Land Management
- Project Finance

Endowed Lecture – Class
- Japan Travel and Tourism Association
- Public Relations

Research / Education Projects
- Global Technology Entrepreneurship Program
- SIP
- Impulsing Paradigm Change through Disruptive Technologies Program
- Mini-MBA Certificate Program for Service Management
- Development of the Integrated Hospitality Educational Program

Unit
- The Education Unit of the Investment Study
**Center for Research in Business Administration**

**Outline**

In order to clarify complex business phenomena and address various management issues, the convergence of specialized knowledge in various fields including economics, management, engineering, and informatics is needed. The Center for Research in Business Administration, through utilizing our close alliance with both private and public institutions, addresses practical issues, and through them promotes research to solve these issues in management and the utilization of this university's strength as an integration of humanities and science. Based on the results from this research, we also contribute to developing new educational programs at the Graduate School of Management.

**Midterm Objectives**

- To establish effective business models for the social and economic environment, taking into account the progress and trends of the advanced information society, service economy, social systems and standardization.
- To provide effective operating platforms for research projects in business administration in order to deal with various collaborations and strategic alliances with governments, universities, international institutions, etc.
- To disclose the progress and results of research projects, and work towards the improvement of educational and research standards to nurture professionals with highly advanced specialization.

**Members**

- Kiyoshi KOBAYASHI (Professor) Director of Center
- Kwangmoon KIM (Associate Professor) Fulltime Faculty
- Yoshikazu MAEGAWA (Associate Professor) Fulltime Faculty
- Takeshi HIRAMOTO (Assistant Professor) Fulltime Faculty
- Yoshihiro TOKUGA (Professor) Graduate School of Management
- Yoshinori HARA (Professor) Graduate School of Management
- Hiroyuki MATSUI (Professor) Graduate School of Management
- Hirotaka KAWANO (Professor) Graduate School of Management
- Hideki FUJII (Professor) Graduate School of Economics
- Sei MUN (Professor) Graduate School of Economics
- Masahiko EGAMI (Professor) Graduate School of Economics
- Takashi INOUE (Adjunct Professor) Adjunct Faculty
- Junji NISHIDA (Adjunct Professor) Adjunct Faculty
- Osamu FUJIKI (Adjunct Professor) Adjunct Faculty
- Shigenori YUYAMA (Adjunct Professor) Adjunct Faculty
- AAhad M.Osman-Gani (Adjunct Professor) Adjunct Faculty

**Publication of Research Results**

- K.A. Files (Kyoto Academic Files of Management)
  K.A. Files is a web based system that aims to share the accomplishments of the students and faculty at the Kyoto University Graduate School of Management, and is accessible to anyone in the world. Academic Assets such as reports of surveys and research activities are being accumulated, and it is currently possible to view approximately 50 files.
  K.A. Files is also linked to the Kyoto University Information repository, KURENAI, allowing for a more effective online search.

**Promotion of the Use of Research Results**

- Seminars on Demand
  Seminars on Demand aims to support the development of business, economic and social activities by responding to requests from external organizations, and conducting seminars or activities for these organizations by sharing the educational and research results accumulated at the university. These seminars are not only offered for domestic businesses and organizations, but are also available to overseas universities and businesses.

**Introduction of Educational Research Activities**

**Research Studies on Various Institutions’ Management Databases**

1) Research/Development Related to Asset Integrity Assessments and Continued Monitoring

We are conducting research and technological development jointly with various businesses and public research institutions in the areas of integrity assessments of assets such as bridges, plant equipment and tanks, in addition to continued monitoring.

2) Research Regarding the Contributions of the Entertainment Business to Society and its Value Assessment

With the assistance of organizations such as the NPO Japan Salsa Association, we are conducting education/research in how the entertainment business contributes to society and its value assessment by focusing on the connections between society and various entertainment genres such as music, dance, film and cuisine.

Hollywood Actor Ken Watanabe
Giving a Special Lecture
Research project for business communication within foreign cultures

In a period where human resources who are able to work globally are in demand, aside from their business skills, the ability to communicate based on mutual understanding and to construct confidential relationships with people from various different cultures and backgrounds is an essential commodity. Therefore, students will discover what kind of English business communication skills are required for conducting business within the global market.

Regional Cooperation

In order to respond to the declining population, declining birthrate and rising elderly population, it is increasingly necessary to look within the regions and create life, work and happiness. We aim to conduct joint research for the nurturing of personnel or creation of new systems that are needed for sustainable regional development conducted by local governments, organizations and businesses.

Regarding the Agreements that the Center for Research in Business Administration has with Various Regions

Nichinan Town, Tottori Prefecture (July 13, 2009)
Established a cooperative agreement for the aim of conducting joint research in order to bring more activity to the hilly and mountainous regions. Recognizing that this town is “Japan 30 years from now,” where the population is both rapidly aging and decreasing in number, we aim to clarify the actual conditions.

Asuka Village, Nara Prefecture (January 21, 2012)
With tourism that focuses on “making everything a museum,” we established a cooperative agreement for the aim of promoting joint research that aim to create a balance between the daily life of the residents and regional activation/management. Graduate School of Management Adjunct Professor Hiroshi Mizohata (Tourism Agency official at the time) lectures on regional activation efforts needed to create a tourism industry, “Energetic Japan,” and was also responsible for assisting in the establishment of the cooperative agreement.

Himeji-Nishi High School, Hyogo Prefecture (October 22, 2014)
We concluded a collaborative agreement with the aim of nurturing global career people. The agreement focused on developing an educational program to nurture global career people and to spread and implement the results of our enterprise and the research findings related to the program.

Amakusa City, Kumamoto Prefecture (December 27, 2011)
Established a cooperative agreement for the aim of sustainable regional development. By utilizing the agricultural industries and tourism resources/personnel of the Amakusa region, we hope to contribute to "business startup support" or the "creation of projects to activate the region" in order to help create life, work and happiness.

Sanriku Mirai Suishin Center, Iwate Prefecture (October 15, 2013)
Established a cooperative agreement with the aim of sustainable regional development. We hope to contribute to the recovery of the devastated areas of Iwate Prefecture that were affected by the coastal earthquake by nurturing personnel for "Creation/Support of Regional Businesses," that aims to create life, work and happiness within the region.

Daigoji Temple, Kyoto Prefecture (January 28, 2016)
A collaborative development agreement was created with the head temple Daigo-ji for the purpose of activating a historical and cultural zone in the Kyoto southern region where the Daigo-ji temple will be located at the zone center (="theme area"). After the agreement, through collaborating with various local organizations, the Daigo-ji area makes it a pivotal sightseeing place with the aim of maintaining a sustainable life for the residents who are associated in the area of renovation and local management.

Miyazu City, Kyoto Prefecture (April 18, 2016)
In order to achieve the aim of "Fostering human resources who will assist future generations in Miyazu", not only to encourage an individual who develops productivity for both community businesses and sightseeing services, but also to pursue joint research for the purpose of constructing a network thus improving logistics for the local community.
## Research Aim

The Mizuho Securities Endowment (Corporate Finance) is now the funded chair with the longest history in Kyoto University. The Endowment, through the recognition of the structural problems that the Japanese economy has recently experienced and the struggle in competitiveness of industrial businesses, hopes to conduct research in wide areas by utilizing the methods of management and economics to look for concrete methods in conducting basic reform to revitalize and develop the Japanese economy. These results will be utilized in the endowment courses and will be offered not only for the education in the Graduate School of Management, but also the Graduate School of Economics and Faculty of Economics. Furthermore, in order to utilize the practical knowledge acquired from these research areas in the educational aspect, the Mizuho Securities Endowment (Corporate Finance) has capable researchers and businesspeople as faculty and adopts an educational structure to address the needs and interests of the graduate students in the Graduate School of Management, and also other undergraduate and graduate students who have interest in the themes.

In order to share the acquired educational and research outcomes with society, public symposiums and special lectures for the general public and students will be held every academic year. By holding a variety of public symposiums, the Graduate School of Management hopes to share its research results with the people who are interested in business and economics.

### Classes Offered for the 2016 Academic Year

| Frontier of Corporate Finance | Hidenori SUGIURA  
Hiroto KODA | First | Graduate School of Management  
Graduate School of Economics  
Faculty of Economics |
| Finance Workshop 1 | Hidenori SUGIURA | First | Graduate School of Management |
| Risk Management and Insurance | Yoko SHIRASU | First | Graduate School of Management  
Graduate School of Economics |
| Finance Workshop 1 | Hidetaka KAWAKITA  
Yoko SHIRASU | First | Graduate School of Management |
| Derivatives | Hideki IWAKI | First | Graduate School of Management  
Graduate School of Economics |
| Business Leadership Workshop I | Asli M.COLPAN  
Takashi HIKINO | First | Graduate School of Management |
| M&A Practical Theory | Nobuo SAYAMA | First | Graduate School of Management  
Graduate School of Economics  
Faculty of Economics |
| Corporate Finance and Capital Markets | Goro KUMAGAI | First | Graduate School of Management  
Graduate School of Economics |
| International Business: Case Analysis | Asli M.COLPAN | First | Graduate School of Management  
Graduate School of Economics |
| Governance, Risk Management & Compliance | Takashi HIKINO | First | Graduate School of Management  
Graduate School of Economics |
| Managing Value: Strategy, Risk, Finance | Takashi MITACHI | First | Graduate School of Management |
| Economics for Business and Public Issues | Sumru ALTUG | Second | Graduate School of Management |
| Business and Government in the World | Glen S. FUKUSHIMA | Second | Graduate School of Management |
| Investment and Portfolio Management | Omran GUEHDAMI | Second | Graduate School of Management |
| Finance Strategy Theory | Hidenori SUGIURA | Second | Graduate School of Management  
Graduate School of Economics  
Faculty of Economics |
| Finance Workshop II | Hidenori SUGIURA | Second | Graduate School of Management |
| Financial Market Analysis | Yoko SHIRASU | Second | Graduate School of Management  
Graduate School of Economics |
| Firms and Industrial Organization in Japan | Asli M.COLPAN  
Takashi HIKINO | Second | Graduate School of Management  
Graduate School of Economics |
| Finance Workshop II | Hidetaka KAWAKITA  
Yoko SHIRASU | Second | Graduate School of Management |
| Mathematics Finance | Hideki IWAKI | Second | Graduate School of Management  
Graduate School of Economics |
| Financial and Capital Markets | Goro KUMAGAI | Second | Graduate School of Management  
Graduate School of Economics  
Faculty of Economics |
| Business Leadership Workshop II | Asli M.COLPAN  
Takashi HIKINO | Second | Graduate School of Management |
| Business Ethics | Yoshinori TOKUGA  
Takashi HIKINO | Second | Graduate School of Management  
Graduate School of Economics  
Faculty of Economics |

### Members

- Sumru ALTUG (Adjunct Professor)
- Glen S. FUKUSHIMA (Adjunct Professor)
- Omran GUEHDAMI (Adjunct Professor)
- Takashi HIKINO (Adjunct Professor)
- Hideki IWAKI (Adjunct Professor)
- Goro KUMAGAI (Adjunct Professor)
- Hiroto KODA (Adjunct Professor)
- Takeshi MITACHI (Adjunct Professor)
- Nobuo SAYAMA (Adjunct Professor)
- Yoko SHIRASU (Adjunct Professor)
- Hidenori SUGIURA (Adjunct Professor)
Endowed by
Money Design Co., Ltd.

Research Purposes
While the aging of the Japanese economy is causing a decline in economic growth, Japan is ranked No.2 in the world for personal financial assets. And the effective use of these assets is an urgent topic of the Japanese economy. For this reason, the Finance (Money Design) Chair aims to contribute to the improvement of profitability and international competitiveness of the Japanese economy by researching the latest technology of asset management.

In order to utilize the knowledge of asset management/finance theory in education, an educational structure consisting of supervising faculty has been created for Graduate School of Management and Graduate School of Economics students, in addition to other undergraduate/graduate students who have interest in the field. In other words, faculty who have been deeply involved in the actual work of asset management/finance will provide a balanced educational system that will not only include sharing their knowledge to students, but will also include providing students with methods to organize the practical knowledge.

In addition to establishing the cooperation of related external organizations, different project themes will be conducted every year. The knowledge obtained from research and education will be shared to society through public symposiums, etc.

Research Areas
- Retirement Management
- Fintech (Finance technology)

Classes [2016 Academic Year]

<table>
<thead>
<tr>
<th>Class Name</th>
<th>Faculty in Charge</th>
<th>Schedule</th>
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<tbody>
<tr>
<td>Securitization</td>
<td>Masahiko TAKAHASHI</td>
<td>September 7-9, 2016</td>
</tr>
</tbody>
</table>

Study Groups [2016 Academic Year]

- Retirement Management Study Group
- New Financial Business Study Group
- Financial Engineering Theory Study Group

Unit
The Education Unit of the Investment Study
April 1, 2016

Research Aim
The politically determined interest rate in both Japan and Europe has decreased; a trend that has been ongoing in America’s recent past. In this environment, stock investment or other alternative investments has attracted the attention of many investors. However, there is no evidence to suggest that these investments would be profitable. For instance, by analyzing stock investment, results show that a large difference is created not by the enterprise invested in, but by the investment performance itself. Even in Japan, once a global economic environment becomes weak, the difference among an individual company’s managing skills would reflect the difference between corporate results and stock value. This is the naturally expected result.

The educational study unit for investment, up to now, has been run by using the funds donated by the Norinshiken Bank, the Japan Investment Advisers Association, and the Investment Trust Association. What is an investment from its original meaning? How does investment contribute to the effective usage of capital as a social resource? The unit was founded to solve these problems and the results should be beneficial not only to the students of Kyoto University, but also to its citizens. The unit is also an outcome from the desire to make Kyoto University become, “the focal point as a realistic research space for stock investment”.

Although the educational unit of stock investment is relatively new, having formed in 2016, the initial concept of creating it as “the focal point for the research of stock investment along with actual business trends” was first conceived in 2013. These results are highlighted in the following three published books (written in Japanese).

Members

- Hidetaka KAWAKITA (Adjunct Professor)
- Yasuyuki KATO (Professor)
- Nobuyuki ISAGAWA (Professor)
Endowed chair-organization

Road Asset Management Policy Chair

Endowed by
Japan Bridge Engineering Center (J-BEC)

Aim
Since much of our nation’s public facilities such as roads were established intensively during the high economic growth period, the deterioration of structures starting with roads and bridges have progressed rapidly, and it is projected that repairs or updates will increase in the future. For this reason, measures for reducing life cycle costs such as proactive conservation with planned inspections, diagnosis, repair and updates in the case of roads and bridges are being undertaken. However, in regard to social capital in general, the situation is far from being sufficient in terms of regional continuous management.
In these harsh conditions, it is essential that asset management methods that can be continued must be drafted in government policy making in order to ensure that the people can live safely and securely.
This program will aim to understand and evaluate the maintenance situation of existing roads. As a part of road management/policy making and in compliance with the asset management international standard ISO5500X that is currently being developed for enactment, the program will conduct research and education in the drafting and implementation of highly advanced, effective and efficient asset management measures. In regard to the implementation of research and education, the program will cooperate with internal departments such as the school’s Visiting Chair for Urban/Regional Management and the Department of Engineering, government institutions such as the national and local governments, and other related research institutions in order to propose comprehensive management policies.

Members
Graduate school of Management
- Kyoshi KOBAYASHI (Professor)
- Hirotaka KAWANO (Professor)
- Shouichi NAKATANI (Professor)
- Kazuya AOKI (Adjunct Associate Professor)

Class
- Maintenance & Management of Infrastructure
- Policy Evaluation

Symposium and workshop
- ISO5500X (Asset Management) workshop (August 24-26, 2015)
- Kyoto University - UTC Joint Summer Course of Road Infrastructure Asset Management (September 21-23, 2015)
- International Symposium on Infrastructure Asset Management (January 21-22, 2016)

Endowed chair-organization

City and Town Management by Public-Private Partnerships

Endowed by
KOA KOSAN CO., LTD

Research Aim
Many cities in Japan are now facing a decline in population and it is said the time of “city development” is gone, and the time of “city management” is coming. Our research aim is a research & survey, an education and the spreading of information regarding the strategy to solve the problems occurring in each area, in order to enhance and to maintain local economic power and values by public and private partnerships.

Symposium
A study of sharing by “the Private” for “the Public” in an age of city management:
- Toward the development of area based management - (November 12, 2014, About 300 participants)
Area Based Management Relay Symposium in Japan
- The 1st Symposium: Area Based Management Symposium in Sapporo (September 10, 2015, About 160 participants)
- The 2nd Symposium: Area Based Management Symposium in Sendai-The Energy to Footer Towns - (December 15, 2015, About 200 participants)
- The 3rd Symposium: Area Based Management Symposium in Nagoya - The Power of Networks (April 20, 2016 About 255 participants)

Research Workshop
City and Town Management by Public-Private Partnerships research workshop
In order to study area based management that is an autonomous work of improving environments and local values of each area, this workshop was constructed by professionals who come from the relevant private sectors, local, and academic areas. The workshop aims to proceed an area based management and to clarify the capability and identify the problem and solution by contributing to the sustainable advances of the cities in Japan.

Report on the City and Town Management by Public-Private Partnerships research workshop (July, 2015)
Focusing on a proposal concerning future strategies of area based management, the report is composed of an analysis for the current state, a statistical effect analysis, and recommended policies of area based management.

Survey
Questionnaire survey about the implementation situation and the effect of the area based management in Japan (2015.7 publication of the simple accumulation result)
The questionnaire survey was administered to 826 municipal districts that collaborated with the Ministry of Land, Infrastructure, Transport and Tourism and Wakayama University.
An additional questionnaire on the actual performance state and its effect for the area based management was also administered (2016.4 publication of the simple accumulation result)

Members
Graduate school of Management
- Hiroyuki MATSUI (Professor)
- Jun MITARAI (Professor)
- Ken HIRATA (Adjunct Associate Professor)
- Syuichi KAWATA (Adjunct Associate Professor)
- Shinya IZAKI (Adjunct Associate Professor)
Endowed by
Waterfront Vitalization and Environment Research Foundation (WAVE)
The Ports and Harbours Association of Japan (PHAJ)

Purpose
International maritime container transport has rapidly expanded as a result of the globalization economy since the 1980s. As each shipping company, terminal operator and port authority had aimed at a scale-economy by enlarging container vessels, quay-side cranes, berths and channel depth and terminal area, international maritime container network evolved into a huge hub-and-spoke structure which has accelerated transshipment transport. Consequently, shipping companies have frequently re-organized their alliances seeking for a mega-alliance through a trial and error process, in order to maintain their huge network structure. This trend has been accelerated since ultra-large container vessels (ULCV), say 20,000TEU, emerged in the mid-2000s. Both terminal operators and port authorities have made every effort to attract transshipment functions at their ports toward a sustainable growth. Integrated port logistics is essential to improve competitiveness of nations, regions and companies under the globalization economy. Therefore, sufficient experiences and expertise of state-of-the-art port strategy toward evolving global logistics are required to devise a set of policy recommendations on cutting-edge global logistics, re-organized maritime container network and integrated port logistics. This program aims at achieving both theoretical and practical researches and education, by accumulating sufficient experiences and expertise of state-of-the-art port strategy toward evolving global logistics. When promoting researches and education, the program cooperates with internal departments such as the school’s visiting chair for Urban/Regional Management, Disaster Prevention Research Institute, the Department of Engineering and government institutions such as the national and local governments as well as other related research institutions in order to devise a set of policy recommendations.

Classes
- Global Logistics and Maritime Transport
- Global Logistics and Trade

Members
Graduate School of Management
- Kiyoshi KOBAYASHI (Professor)
- Masahiko FURUICHI (Professor)
- Masato SHINOHARA (Adjunct Professor)
- Izumi INASAWA (Adjunct Professor)
- Ryuchi SHIBASAKI (Adjunct Associate Professor)

Endowed by
Sun Frontier Fudosan Co., Ltd.

Research Aim
Sustainable development depends on managers’ capability to make decisions appropriately and share values with employees, and consequently create social wealth. Management accounting contributes to the realization of corporate mission by supporting managers’ decision-making. However, most small and medium-sized enterprises (SMEs) in Japan do not implement management accounting enough, and the number of firms that have high capability to implement management accounting is also limited. The reasons are attributed to the fact that management accountants have not been established as a professional, and the importance of management accounting is not sufficiently recognized in Japan. Then, in this center, we conduct some research projects about management accounting and control systems and develop education programs for management accountants who supports managers.

Classes
- Associating with the research projects in this center, we offer some lectures and seminars by the faculty members or practitioners.

Workshop
Kyoto Management Accounting Research Seminar

Members
- Shigeru YOSHINAGA (Adjunct Professor)
- Okihiro MARUTA (Adjunct Associate Professor)
- Yuichi ICHIHARA (Assistant Professor)
Collaborative Research Chair  
Asian Business Leader Development

http://asia-gsm-ku.com/  
April 1, 2016 - March 31, 2017

Outline
In the international environment in recent years, regarding either the European or American opaque economic situation, a dynamic change has continued in Asia and it’s generally assumed that the majority of the world’s GDP will be occupied by Asian countries in the near future. Domestically, an escape from a long period of deflation and a corrective action for the currency rate of the yen have been developed, and a decline in the level of international competitiveness and various kinds of problems such as a more introverted younger generation, and rapid decreasing of population has intensified. In this inevitable state of progressing globalization, it is increasingly important for any nation’s growth to take part in these growing markets. With the US now clearly indicating its focus towards Asia, Japan must bear in mind to raise its activities in Asia to a new level and fundamentally strengthen its ability to respond. This chair has been in progress for 2 years of “Asia Business Leader Development Endowment Course” and continues to aim to nurture professionals familiarized in such areas as local information, history, society, culture, economy, industry, and government structures in Asia, and who possess the ability to assimilate, rapidly expand existing businesses and pioneer new ones. Many top class researchers and local business professionals from various management levels all over the world are invited as lecturers, and through the analysis of successful examples by country/industry, we hope to make the priorities for successful project management in various countries clearer. This is a unique, innovative course of education that includes the active dispatching of students to various institutions such as local businesses, government agencies and corporations for medium to long term internships in addition to the regular curriculum for the aim of improving abilities to pioneer new local businesses and create local networks.

Members
Graduate School of Management

<Faculty>
- Kiyoshi KOBAYASHI (Professor)
- Gautam RAY (Professor)
- Kwangmoon KIM (Associate Professor)
- Toichi KIMURA (Adjunct Professor)
- Takashi INOUE (Adjunct Professor)
- AAhad M. OSMAN GANI (Adjunct Professor)

<Steering committee>
- Yasunaga WAKABAYASHI (Dean)
- Keiichi TODA (vice Dean)

Cooperating Organizations

Thailand: Chulalongkorn University (CBS)  
India: India Institute of Management Calcutta (IIMC)  
Indian Institute of Technology, Kharagpur (IT, Kgp)  
Indian Institute of Technology, Delhi (IIT, Delhi)  
The WBI National University of Juridical Sciences (NUJS)  
Vietnam: Foreign Trade University (FTU)  
University of Transport and Communications (UTC)  
Indonesia: Bandung Institute of Technology (ITB)  
University of Indonesia (UI)  
Philippines: University of the Philippines (UPL)  
Ateneo de Manila University (Ateneo)  
Development Academy of the Philippines (DAP)  
Malaysia: International Islamic University (IIU)  
China: Tsinghua University (Tsinghua Uni)  
Rennfin University of China (Rennfin Uni)  
China Electricity Council (CEC)  
Laos: National University of Laos (NUOL)  
Cambodia: Royal University of Phnom Penh (RUPP)

Collaborative Research Chair  
Service Excellence

http://www.sec.gsm.kyoto-u.ac.jp/  
April 16 - March 2018

Outline
In order to improve the competitiveness of the Japanese service industry that accounts for 70% of the Japanese gross domestic product (GDP), this program aims to (1) design a framework for social value co-creation together with industrial and government sectors, (2) promote activities to develop the “service creative people,” and (3) conduct theoretical and empirical research on Japanese service excellence.

Based on the above activities, we aim to become the international research and education service center. We will pursue a framework to build, implement, and promote new service theories from Japan to the world.

Members

Leader
- Yoshihori HARA (Professor)

Coordinator
- Satoko SUZUKI (Associate Professor)
- Kiyoshi KOBAYASHI (Professor)
- Yasunaga WAKABAYASHI (Professor)
- Naoki WAKABAYASHI (Professor)
- Katsumi EMURA (Adjunct Professor)
- Keiichiro SHIMADA (Adjunct Professor)
- Masami TAJIWA (Adjunct Professor)

Cooperating Organizations

Super Hotel Co., Ltd.  
WATATE WEDDING CORPORATION  
Kumon Institute of Education Co., Ltd.  
KYOHO ENGINEERING CO., LTD.  
Franchise Advantage Inc.  
AEON Retail Co., Ltd.  
SHIDAX CORPORATION  
Mitsubishi Corporation  
Sony Corporation

Collaborative Research Chair for Service Excellence  
Service Excellence Course  
Subjects

Aims
The course aims to develop the “service creative people” that will lead next generation service innovation, as well as to improve competitiveness of the Japanese service industry.

Subject
Service Innovation Skills Development  
Business Model Creation Skills Development  
Design Thinking Skills Development  
Service Innovation Management

Strategic Competitiveness  
Service Capability  
Service Branding  
Service Globalization

Basics
Urban / Regional Management

Aim
Sharing knowledge and collaborating with businesspeople, engineers and researchers (industrial/ governmental/academic) related to urban/regional management and cultivating the human resources that will support this field.

Committees
Community Business Committee
This is a research/education platform consisting of members from universities, businesses, residents, government and NPOs to discuss themes regarding business start-ups in the community; Research and educational activities are being expanded from the perspectives of two region employment, public relations, entrepreneurial approach, etc.

International Conferences
2004- Workshop on Social Capital and Development Trends in the Swedish and Japanese Countryside (Sweden; Ostersund, Umeå; Kiruna etc)
2009-2013 International Workshop on Water Supply Management System and Social Capital (Bandung, Surabaya, Makassar, Malang)
2014- International Conference on ASEAN Economic Integration (Manila, Kuala Lumpur, Laos)

Members
- Yuji TSUTSUI (Adjunct Professor)
- Takeshi HONDA (Adjunct Professor)
- Takashi NANBA (Adjunct Professor)

Visiting Chair National Land Management

Aim
Sharing knowledge and collaborating with businesspeople, engineers and researchers (industrial/ governmental/academic) related to national land management and cultivating the human resources that will support this field.

Classes
Social Capital for Regional Management
(Offered from the 2008 Academic Year, Second Semester)

Committees
Construction Management Workshop
(http://psa2.kuciv.kyoto-u.ac.jp/kenmane//)
Discussing various issues regarding the improvement, operation and maintenance of infrastructures for their optimum management.

International Conferences
2005- International Training Course (Vietnam)
2005- International Asset Management Seminar
(Kuala Lumpur, Ho Chi Minh, Seoul, Hanoi)
2005- International Conference on Multinational Joint Venture Contracting for Construction Works
(Kuala Lumpur, Penang, Bangkok, Hanoi, Daegu, Bandung, Samarkand, Tokyo; Kyoto)
February 2009- International seminar on Asset Management Implementation in Asian Countries (Kuala Lumpur, Seoul, Hanoi, Palau)
May 2010- International Symposium on Asset Management System (Hanoi; Kyoto)

Members
- Kouji IKEUCHI (Adjunct Professor)
- Kenji KANEO (Adjunct Professor)
- Masafumi MORI (Adjunct Professor)
- Katsumi SEKI (Adjunct Professor)

Photo of International Conference

Discussion with the Vietnamese Government
Project Finance

Outline
Project finance is a financing structure used primarily for long-term infrastructure and industrial projects in which repayments for the loan issued to finance a project are made, in principle, exclusively from the cash flow generated by the project, and security for the loan is limited to the project’s assets (including certain rights and interests in relation to the project). As a project finance transaction involves many participants and requires the preparation of a diverse set of contracts, the negotiation process is typically complicated. Due largely to reductions in government funding as well as increased involvement by the private sector in infrastructure projects, there has been remarkable progress in the development of this practice area. This course will initially cover the fundamental concepts and elements of a cross-border transaction, and will later address some of the basic characteristics of and issues related to project finance including, among other topics, risk analysis and mitigation, finance structuring and cash flow [projection], and documentation related issues. Finally, we will review certain actual project finance transactions. The goal of this course is to provide a basic understanding of the following: (1) large-scale natural resource and infrastructure projects and the various financing methods that may be implemented for those projects, (2) the concept of project finance and the roles of the various participants in a project finance transaction, (3) the calculation method to determine both debt service coverage ratio (DSCR) and debt-to-equity ratio, (4) risk allocation and classification of risks in project finance transactions, (5) the reasons why security interests are granted in project finance transactions and the concept of step-in rights, (6) recent project finance related trends and challenges.

Cooperating Organization
Japan Bank for International Cooperation (JIBC)

Members
Graduate School of Management
- Masaaki AMMA (Adjunct Professor)
- Hiroki SEKINE (Part-time Lecturer)
- Munetaka Horiguchi (Adjunct Professor)
- Yasushi Sunouchi (Part-time Lecturer)
- Hideo Naito (Adjunct Researcher)
- Takao Higuchi (Part-time Lecturer)
- Naoki TAMAKI (Adjunct Researcher)

Indonesia: Tanjung Jati B Project (Electric Power IPP)

Endowed Lecture
Japan Travel and Tourism Association

Endowed by
Japan Travel and Tourism Association

Outline
In the last couple of years, the increase of foreign visitors to Japan has been far beyond expectation. One of the targets like 20 million visitors in 2020, the year of the second Tokyo Olympic games, was almost achieved as early as 2015. Thus, the tourism draws unprecedented attention as the next leading industry. Notwithstanding, there is room for improvement, for example: Japan has not yet addressed the maximum potential of attracting visitors in terms of world standards; the infrastructure and mindset of entertaining foreign visitors are far from adequate. Not only inbound trips but also outbound and domestic tours of by Japanese people should be encouraged and promoted. This program will invite individuals from the top levels of management in the tourism industry or academic institutions with the aim of providing lectures that will help students to understand the tourism industry from both the theoretical and practical perspectives and to be leaders who implement the changes in the tourism industry.

Classes
Lectures on Tourism Industry

Members
- Yoshikazu MAEGAWA (Associate Professor)

List of lecturers: Tourism Agency executive, Kyoto City Mayor, a professor of tourism at a university in the U.S., executives of popular theme parks in the east and west of Japan, a general manager of a Japanese-style hotel in Kyoto, and a hospitality business consultant, etc.

Lecture by Universal Studios Japan Marketing Department Director, Taku Murayama

Lecture by Kyoto City Mayor, Daisaku Kadokawa
Endowed Lecture

Public Relations

Endowed by
Japan Public Relations Institute

Outline
In this time of continuous and rapid globalization, there remains a high interest in and expectations for Japan, as an economic power. However, in this confusing social situation, Japan is in need of real leaders in all fields. This seminar aims to develop the next generation of leaders who will be able to meet the rapid changing needs of this society. By learning Public Relations (PR), which utilizes methods of Two-way communication and Self-correction, one is able to more effectively achieve objectives such as improving relationship management. PR skills also make it possible to develop the knowledgeable human resources needed in the diversifying global society. Furthermore, the results of this course will be used for case study materials, which will be published as e-texts to be managed by the Center for Research in Business Administration.

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<td>Public Relations</td>
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<tr>
<td>Kiyoshi KOBAYASHI (Professor)</td>
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<td>Takashi INOUE (Adjunct Professor)</td>
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<td>Hidemi KITAMURA (Part-time Lecturer)</td>
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<td>2-3 guest lecturers from Japan Public Relations Institute</td>
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Global Technology Entrepreneurship Program

Outline
In the GTEP (Global Technology Entrepreneurship Program), the innovation is defined as Innovation = Intelligence (science technology) x Entrepreneurship, and through lectures and practical training programs, GTEP aims to foster human resources who can create innovation. This program is a part of the EDGE program of the Ministry of Education, Culture, Sports, Science and Technology, and graduate students and young researchers (including researchers in company) are eligible for the program. GTEP aims to cultivate human resources through the following 5 modules within the program.

1. Module A-1: Intensive Seminar
The seminar which invites highly respected teachers from overseas universities is held at weekends twice a year for focusing on topics such as entrepreneurship, open innovation, design thinking, etc.

2. Module A-2: Overseas Training Program
The educational program provides some workshops and a visit to local universities, VCs and startup businesses at overseas innovation hotspots.

3. Module B/C: Practical Education for Commercialization
The program aims to offer a comprehensive experience with customer development model-based venture creation processes.

4. Module D: Entrepreneur Platform
The platform provides a laboratory to make prototypes and offers a coaching system to support the project with a high possibility of commercialisation.

The 5 modules that comprise GTEP Program:

- Module A-1: Intensive Seminar
- Module A-2: Overseas Training Program
- Module B: Practical Education for Commercialization
- Module C: Practical Education for Commercialization (Healthcare Industry and Medical device)
- Module D: Entrepreneur Platform

Kyoto University
- Graduate School of Management
  - Yasuo SUGIYAMA (Professor)
  - Defeng SUN (Assistant Professor)
- Office of Society-Academia Collaboration for Innovation
  - Graduate School of Medicine

Association
- Doshisha University Graduate School of Policy and Management/ITEC
- TBWA HAKUHODO
- Founder Institute
- Kyoto Institute

25
SIP was initiated in 2014 by the Council for Science, Technology and Innovation (CSTI) under the Cabinet Office, Government of Japan in order to better promote innovative science and technology. The Government of Japan believes that SIP can dramatically impact society by accelerating national economic development. It is also expected to open up new markets for Japanese industry overseas.

One SIP project - "Infrastructure Maintenance and Management Technology" - is led by Tokyo University, with the Graduate School of Management, Kyoto University serving as the primary partner. The objective of this project is to create sustainable management systems for infrastructure and expand these systems overseas. Kyoto University’s research group under Sub-Project Team #2 is developing a bridge management system for engineers and authorities with local governments in Japan. The group aims to establish new technologies and management systems which are based on local needs and thus more applicable in the field in collaboration with Kyoto Prefecture and other related institutions. It will improve the management of maintenance and reduce the overall life cycle cost through targeted preventive maintenance.

Also under SIP, we are developing a Kyoto-Vietnam model and sharing the knowledge and technology with other ASEAN countries in collaboration with the University of Transport and Communications, Hanoi, Vietnam.

**Leader**

Kiyoshi KOBAYASHI
(Director of Center for Research in Business Administration / Professor)

**Members**

Shouichi NAKATANI (Professor)
Keiichi TAMURA (Adjunct Professor)
Kazuya AOKI (Adjunct Associate Professor)
Emi DOYLE (Researcher)

### Impulsing Paradigm Change through Disruptive Technologies Program

**"Actualize Energetic Life by Creating Brain Information Industries"**

Cabinet Office

Impulsing Paradigm Change through disruptive Technologies (imPACT) is the program founded by the Cabinet Office, which aims to create innovation in science and technology for revolutionizing industry and society. imPACT promotes challenging research and development for creating such innovation. 12 projects have been accepted in 2014 for the program of “Actualize Energetic Life by Creating Brain Information Industries”, one of those programs, aims to develop equipment that can be controlled by the consciousness, and to build a foundation for manufacturing and service innovations such as multi-language input and output. Prof. Yoshinori Hara serves as the leader of the "Use-Case" group in the brain analysis field. For utilizing brain information on service, we are going to develop cases with which learners can activate their brain.

Under an interdisciplinary approach with service science, information science and brain science, we analyze the value in experience and in credibility and aim to standardize the evaluation of value for service. Through the visualization of value in experience and credibility, we will promote practical applications of the case as training methods for service providers to realize those values.

**Leader**

Yoshinori HARA (Professor)
Yutaka YAMALUCHI (Associate Professor)
Yusuke YAMAMOTO (Senior Lecturer)
Satoshi SHIMADA (Assistant Professor)

**Application to evaluation on service**

Indicators for evaluation on the value in experience and in credibility based on functions of the brain

**Practical use to education on hospitality**

Visualization of the value in experience and in credibility on services (e.g. Difference between Edomae-sushi and Kaiten-sushi)

"Standardization of valuation system"

the value in experience on products (e.g. Alternative expression of value by images of a great man)
Mini-MBA Certificate Program for Service Management in Kyoto University
New MEXT Adult Education Initiative for Business Professionals

Program Aim
The participants for this program are expected to be people working in business and the course provides a basic theory of service management, case studies of excellent service business conducted via a systematic learning process. This course awards a certification upon the completion of the course.

The program contents
- Understanding of the basic principles of service management
- A case study of an excellent service business and of applicable acquisition of the modern management techniques obtained through dialogue with a proprietor.
- The preparative study in which a business case text and pictorial materials, etc. are utilized in an E-learning web system for supporting working people in society.
- A work outline of a study for a new brand development process.

The lecture system
- Service Innovation Management (required)
- Service Business case analysis (required)
- Lectures on Tourism Industry (elective)
- New service brand development workshop (required)

The practice system (1 subject)
- New business development

Members
- Leader
  Yasunaga WAKABAYASHI (Dean)
- Program Coordinator
  Naoki WAKABAYASHI (Professor)
  Yoshinori HARA (Professor)
  Yutaka YAMAUCHI (Associate Professor)
  Yoshikazu MAEGAWA (Associate Professor)
  Satoko SUZUKI (Associate Professor)
  Takeshi HIRAMOTO (Assistant Professor)

Member list in The Industry-academia Cooperation Business Promotion Committee (the order of the Japanese syllabary)

GANKO FOOD SERVICE Co., Ltd.
TAIWA GAKUEN INC.
Keihan Ryutsu Systems Co., Ltd.
CyberAgent, Inc.
Service Productivity & Innovation for Growth
Sanwajitsugyo Co., Ltd.
JAPAN TRAVEL AND TOURISM ASSOCIATION
Japan Retailers Association

Sponsors
Kansai Economic Federation
Osaka Chamber of Commerce and Industry
Kyoto Chamber of Commerce and Industry

Results for fiscal year 2015
Participants: 20 people (Including 16 people who have completed the course)

Programs

METI program: Development of the Integrated Hospitality Educational Program

The service industry in Japan accounts for 70% of the Japanese GDP. Human resource development for service management and innovation at university is highly important in order to increase the productivity and to enhance the competitiveness of the Japanese service industry. METI (Ministry of Economy, Trade and Industry) has been supporting several University-Government-Industry collaborative activities, such as developing the professional and practical education program targeting next generation’s managers who can create new innovation in service industry. Our GSM is proactively promoting the ‘Development of the Integrated Hospitality Educational Program’ as one of the solicited and adopted programs in 2016 by METI. This program aims at the following things: (1) developing the original curriculum system based on our new concept of ‘Integrated Hospitality’ to educate service managers, (2) increasing productivity of service industry by establishing the Japanese style hospitality as a distinctive brand ‘Omotenashi’ Hospitality Management and its globalization, (3) enhancing regional revitalization and international competitiveness. Specifically, our GSM develops the unique educational curriculum (6 new subjects) making a clear distinction from the general MBA program in the field of tourism, & hospitality, in addition to the GSM’s current curriculum (‘Service Value Creation Program’) and collaborating with not only domestic industries but also overseas business schools.

Members
- <Kyoto University>
  - Leader
    Kiyoshi KOBAYASHI (Professor)
  - Project Manager
    Yoshinori HARA (Professor)
    Naoki WAKABAYASHI (Professor)
    Nobuyuki ISAGAWA (Professor)
  - Coordinator
    Green House Co., Ltd.
- <Consortium companies>
  - Leader
    Yutaka YAMAUCHI (Associate Professor)
  - Project Manager
    Yoshikazu MAEGAWA (Associate Professor)
    Takeshi HIRAMOTO (Assistant Professor)

Integrated Hospitality Program

- Intangible Asset Values, Risk Management
- Intangible Financing
- Context Communication
- Cross-cultural Communication
- Theory/Framework Practice
- Local Producer Management
- Social Innovation Case Studies
- Global Internship
- Global Practice
- Supply Chain System / Eco-System Development
- Customer/Regional Points
- Organizations/Supply Chains
- Culture/Global
Ryo EJIRI, Professor  
**Business Management, Public Asset Management, Transportation Management Systems**  
1. Infrastructure Accounting, Transportation Management  
2. Graduated from the Kyoto University Faculty and Graduate School of Engineering, PhD (Engineering), Worked at Japanese National Railways and Mitsubishi Research Institute before current position as Corporate Officer and General Manager Property Management Department Central Japan Railway Company.

Masahiko FURUICHI, Professor  
**Port Strategy, Port Logistics, Global Logistics, Maritime Transport Economics**  
1. Global Logistics and Maritime Transport, Global Logistics and Trade  
2. BE (Hokkaido Univ.), MS (Northwestern Univ.), Ph.D. (Hokkaido Univ.), MDT, Kansai International Airport Co. Ltd., OCIA, NIT, JICA Professor (Kyoto University).

Yoshinori HARA, Professor  
**Service innovation, Service value creation management, IT & knowledge management**  
2. Received a B.E. and M.E. from the University of Tokyo and PhD (Informatics) from Kyoto University. Served as chairperson of the Kyoto Social Business Certification Committee.

Nobuyuki ISAGAWA, Professor  
**Corporate Finance, Valuation, Value-based Management**  
1. Investments, Corporate Finance, Workshop 1, 2  
2. Graduated from the Kobe University. Worked for ShinNihon Securities, Associate Professor and Professor at Kobe University Graduate School of Business Administration, PhD (Management), Professor at Kyoto University from 2016.

Katsuki ISIHARA, Professor  
**Environment Management, Public Private Partnership**  
1. Sustainable Environmental Management, Workshop  
2. Graduated from the Kyoto University Faculty and Graduate School of Engineering, Master’s Degree (Engineering), PhD (Engineering, Virginia Tech), MBA (University of Leicester).  
3. Senior Executive General Manager at the Nikken Sekkei Research Institute.

Yasuyuki KATO, Professor  
**Financial Engineering, Investment Theory**  
1. Finance, Introduction to Financial Engineering and its Application, FWSI-AWSI, FWSI-AWSI  
2. Graduated from Tokyo Institute of Technology, Ph.D. from Kyoto University, Global Head of Quantitative Research in Nomura.

Hirotaka KAWANO, Professor  
**Operation and Maintenance of Infrastructure**  
1. Maintenance & Management of Infrastructure, Disaster Prevention & Recovery Management  
2. Graduated from the Tokyo Institute of Technology, Faculty and Graduate School of Engineering, PhD (Engineering), Worked for the Public Works Research Institute of the Ministry of Construction prior to professorship at Kyoto University. Chairman of Domestic Mirror Committee for ISO/TC251  
3. General Member of Concrete Committee, Japan Society of Civil Engineers; and others.

Kiyoshi KOBAYASHI, professor  
**Planning / Management**  
1. Game Theory, Policy Evaluation and others  
2. Graduated from the Kyoto University Faculty and Graduate School of Engineering, PhD (Engineering), Assistant Professor at Kyoto University Faculty of Engineering, Associate Professor and Professor at Tottori University Faculty of Engineering before becoming Professor at Kyoto University Graduate School of Engineering, Ministry of Land, Infrastructure and Transport National Land Development Council Member; Ministry of Land, Infrastructure and Transport Infrastructure Committee Transport Policy Council of Japan Member; J of Japan Society of Civil Engineering Editorial Board Chairman; J of American Society of Civil Engineering, Vice Editor-in-Chief, Applied Regional Science Conference President, Science Council of Japan, Coalition Member, Stinking Fellow for ISGA, OECD and World Bank.

Hiroyuki MATSUI, Professor  
**Planning Theory, Decision Making Support, Gaming Simulation**  
1. Information Systems and Operations Management, Statistics, and others.  
2. Graduated from the Yokohama City University Department of Humanities and Sciences, withdrew from Tokyo Institute of Technology Graduate School of Science and Engineering after completing required credits for the doctor’s course. PhD (Engineering), Assistant for Tokyo Institute of Technology Faculty of Engineering; Lecturer at Jichi Gakuen University School of Policy Studies, then Associate Professor at the Kyoto University Graduate School of Economics.
Jun MITARAI, Professor
City and Town Management, City Planning, Landscape Institution, Urban Greenery.

- Town and City Management
- Graduated from the department of law at Hitotsubashi University and finished at the Graduate School of Public policy at The University of Tokyo, Doctor of engineering. Via the assistant manager of the Green Urban Planning Department, and the director of the Survey Office of Urban Planning and Development at the Ministry of Land, Infrastructure Transport and Tourism, positioned at current post since 2014. Experienced a surveying commission of the future of the future of the future. Consumption supported by the Ministry of Economy, Trade and Industry, as well as a commissioner concerning the Development Permission aim at the realization of a Compact City formed by the Land, Infrastructure and Transport and Tourism, and the commissioner of the CBT Creation of People Together Space.

Shouichi NAKATANI, Professor
Infrastructure Management, Bridge Construction Engineering

- Road Asset Management
- Graduated from the Engineering Department and finished the Masters course at the graduate school, (PhD obtained in Engineering). Via a director of The Bridge Construction Engineering Laboratory at the National Institute for Land and Infrastructure Management, a research group director of the Bridge Construction of the National Public Work Research Institute, etc., and currently remains in the present post.

Tatsuhiko NARIU, Professor
Industrial Organization, Managerial Economics, Marketing and Distribution Economics

- Microeconomics, Economics of the Firm.
- Graduated from the Kyoto University Graduate School of Economics doctoral course, PhD (Economics). Graduated from the University of North Carolina Graduate School (PhD).

Gautam RAY, Professor
Economic Growth and Development, Public Policy Analysis, Supply Chain Management

- Supply Chain Management; Development Policy Perspectives
- Worked as a Senior Civil Servant in India; Principal Chief Commissioner; Ministry of Finance; Government of India, Managing Asian Business Leader (ABL) project of ISCA, Kyoto University.

Norio SAWABE, Professor
Accounting, Management Accounting, Management Control

- Management Accounting, and others.
- Graduated from the Kyoto University Faculty and Graduate School of Economics (PhD). Served at Ito-umekian University, Kyushu University, then Professor at Kyoto University. Meitsco Foundation Director, Japan Cost Accounting Association Director.

Chihiro SUEMATSU, Professor
IT, Business Creation

- General Problem Solving, Business Process Modeling
- Graduated from the Tokyo Institute and Technology School of Engineering then completed a Masters of Technology (MOT) at Stanford University. After working at McKinsey & Company, established a management consulting company before professorship at Kyoto University in 2001.

Hidenori SUGIURA, Professor
Corporate Finance, Financial/Capital Market Regulations/Systems

- Finance Strategy Theory, Frontier of Corporate Finance, Finance Workshop I, II
- Graduated from the University of Tokyo Faculty of Economics, completed MBA course at the University of California at Berkeley, Master’s Degree (Economics). Worked for the Long-Term Credit Bank of Japan, UBS Investment Bank, before current position as Senior Researcher at the Mizuho Securities Co. Markets strategic intelligence division.

Yasuo SUGIYAMA, Professor
Technology/Innovation Management, International Management, Strategic Management

- Strategic Management
- Graduated from the University of Tokyo Faculty of Law, and University of Tokyo Graduate School of Economics (PhD), Sony Corporation, Research Associate at the University of Tokyo Graduate School of Economics, Associate Professor at the Kyoto University Graduate School of Economics before professorship at Kyoto University, Served as Councilor for the Academic Association for Organizational Science, and Director of the Japan Academic of International Business Studies.

Keiichi TODA, Professor
River Basin Management, Urban Flood Control, Underground Space Management

- Disaster Prevention & Recovery Management and others
- Graduated from the Graduate School of Kyoto University. Completed the doctoral course of University of Iowa, U.S.A. Ph.D. (Civil and Environmental Eng.) Worked at NEWEC, Inc. and DPI and Graduate School of Engineering, Kyoto University, Adviser of Committee on Underground Space Research, JSCE. Coalition Member of Science Council of Japan

message
Cities in Japan have a lot of challenges under a new phase of population decline. We, not only the national and local governments, but also stakeholders of towns, such as companies, residents, TMCs and NPOs need to collaborate and coordinate to manage cities. I hope to study and team management together from an academic and practical point of view.

message
Under the severe conditions created by the rapid declining birthrate and the growing proportion of elderly people in Japanese society, as well as financial restraints and social capital in terms of aging in a tough economic environment. Specifically, in this lecture, the focus will be on an infrastructure asset management in sustaining public infrastructure assets from a practical viewpoint, which supports the overall economic activities in our society, based on real world data.

message
Management based not on "experience and intuition," but on "data and logic" is important. If this is not the case, you will not be able to persuade not only your business partners, but also your bosses and coworkers. By studying economics, you can learn rigorous logical thinking and how to handle data. In this sense, economics can be regarded as the basics of management.

message
Legitimacy perspective in business strategy and practices and the notion of inclusive growth and development in public policy have become important ever since the western financial crisis and economic downturn began in 2008. Development policy perspectives course offers a platform for the students to discuss about the notion of inclusive growth and development. Supply chain management course brings out the legitimacy perspective in business development; it shows how collaboration across supply chain partners including consumers can generate a socially optimal business outcome.

message
In the intensifying competitive global environment, quick and bold changes (innovation) are essential. In this society where there are organizations that resist change, and where qualitative differences are disregarded and incentives are not given to leaders, it is our mission to nurture leaders who will lead these changes. This is a difficult mission, but let us make this challenge together.

message
The theory of corporate finance shines only after linking it with practice. Practice that ignores theory is unstable, and theory that does not link to practice is lacking in expansion. Through specific case examples, we will try to work on a bridge between the business scene and the academic field.

message
Most managers/administrators are required to think thoroughly with relevant business contexts. The lectures in Strategic Management aim for students to actually obtain the theories and frameworks that will help them think thoroughly about business. For my workshops, I am looking forward to students who are interested in studying business strategy and innovation.

message
The 21st century is called the era of water. Water environment, water use, and water related disaster mitigation on a global scale becomes more and more important. Effective utilization of underground space in urban areas is also a recent interesting topic. I would like to study various project management problems with you.

Subjects Instructed at the Graduate School of Management

1. Background
Yoshihiro TOKUGA, Professor
International Accounting, Financial Accounting
- Accounting, Business Analysis, Accounting Workshop
- BE and ME (Kyushu University), PhD (Kyoto University). Visiting Fellow (University of Washington), Professor at Kyushu University. Visiting Professor at Kyoto University. AASSA: Former President, IAAAR: Vice President, Business Accounting Council: Member, CPAAichi: Member, Science Council of Japan: Member, CPA Exam Committee: Former Member.

Makoto USUI, Professor
Service Innovation, Management of Technology, Practical Use of IT
- Supply & Demand Chain Management, The Practical Use of IT for Value Co-Creation, and others.
- Graduated from the Doshisha University Faculty of Engineering in 1978. Worked for Seven-Eleven Japan Co. and after serving as Executive Director of the System Division, became Executive Vice-President at Future Architect, Inc. in 2004. Became President at Opinion Inc. in 2011. Concurrently Professor at the Shibaura Institute of Technology Graduate School of Engineering Management from 2009 until Mar. 2014.

Naoki WAKABAYASHI, Professor
Organization Behavior, Human Resources Management, Network Organization
- University of Tokyo, Graduate School of Sociology, MA (Sociology), PhD (Economics) from Kyoto University. After working as Associate Professor in Tohoku University and Kyoto University, become Professor of Organizational Behavior at Kyoto University.

Yasunaga WAKABAYASHI, Professor
Marketing, Distribution, Commerce, Service
- Marketing, Contemporary Marketing Practice, Critical Thinking, Business Design
- Graduated from the Kyoto University Faculty and Graduate School of Economics Master’s Course, and withdrew from the Doctor’s Course. PhD (Economics). Fulltime Lecturer at the Kyoto Sango University School of Business Administration, Associate Professor at the Kyoto University Faculty of Economics and currently Professor at the Kyoto University Graduate School of Economics. President of the Association of Product Development and Management, Chairman of (NPO) TOC for Education Japan, and others.

William BABER, Associate Professor
Business Negotiation, Cross Cultural Management
- W&J University 1986 BA German; UMBC 2004 MA Education; Services start-up ASET, USA; Czech Republic; Maryland Dpt. of Business & Economic Dev.; Ritsumeikan University; Kyoto University 2009-present

Asli M. COLPAN, Associate Professor
Corporate Strategy, Corporate Governance, International Business
- Strategic Management: Case Analysis, International Business: Case Analysis, Firms and Industrial Organization in Japan, Business Leadership Workshop I&II
- Received MSc in Textile Management from Leeds University (United Kingdom) and Ph.D. in Engineering from Kyoto Institute of Technology. Held research positions at the Kyoto University Institute of Economic Research and Doshisha University Institute for Technology Enterprise and Competitiveness(ITEC), Kyoto University Hakubi center Associate Professor. Held Visiting Professor post at Harvard University and MIT.

Kwangmoon KIM, Associate Professor
- Project Management (PRIMAIC, Project Management (POA), Policy Evaluation, Overseas Project Management Seminar, International-Mega Project Management
- Graduate school of Engineering, Nagoya University, 1998, Dr.Eng, Japan, worked for JPS Miana Project, JBC/JICA project, Visiting Research Fellow, Graduate school of Economy, Nagoya University, Dancing economy (visiting research fellow), Taught at Graduate school of engineering, Kyoto University, Fellow of Association of Regional Association of Regional of Econometric and Environmental Studies (AREES)

Sayuri KIMOTO, Associate Professor
Geoengineering, Geo-disaster, Energy problems
- Energy Problems
- Graduated from the Kyoto University Faculty of Engineering (PhD Engineering), Assistant Professor at Kyoto University Faculty of Engineering, then Associate Professor ditto.

Yoshikazu MAEGAWA, Associate Professor
Innovation, Service & Tourism Industry Management, Business Development
- Graduated from the Kyoto University Faculty of Engineering (1982). Worked for Sanyo Electronics in video equipment development. Received an MBA degree from the Boston University Business School (1995), and DBA from Kobe Graduate School of Management (2007), before current position at Kyoto University.

Message
In accounting, there are functions which support the decision making of participants in the capital market, and functions which support the contract performance between accounting corporations and stakeholders. In the field of accounting related subjects, students will study the relationship between corporate accounting and the economic society. Additionally, in Business Analysis, students will learn specific examples of how to analyze and evaluate companies based on corporate financial information.

Message
The subjective part of something carrying values and how the values arc changing dramatically with the development of service oriented society and industry. Let’s conduct a study focusing on a business model, in which a co-created multi-value that originated from human life are embodied by assisting a case study by designing the desired methodology of business process in logistics, retailing, manufacturing, health care, etc. Also, the students will learn about applicability and utilization with regards to the existing IT technology with practicing manner.

Message
Today, business firms extend their value chain over the traditional boundary of firms and expand their alliances with other business companies and key business persons. Thus, managers of business firms also extend their scope over the boundary and manage their real business networks with customers, suppliers and other collaborators. Let’s think about current business organizations from the viewpoint of social network theory and make smart management of network organizations.

Message
Let’s consider the marketing innovations needed to realize business leadership, such as the development of market creation structures to create new businesses, re-growth of existing businesses in mature markets, global development adapted to meet host countries/regions, and creative responses to changes in customer behavior due to digital social media, etc.

Message
Courses emphasize communication in the context of international business and cross cultural reality of the English speaking business world and analyze real world materials. Students continuously learn and practice key skills that they will need in the real world.

Message
For modern businesses to succeed, it is important to take into consideration the unique characteristics of countries and have a balanced view of the global economy. I hope to help students develop such perspectives through my lectures.

Message
Research interest is context of capacity enhancement of development planning and management by utilizing quantitative analysis in developing countries. I also interested in the impact analysis for evaluation of multilateral cross border policy under global economy in ASIAN countries. I hope to help students to develop such perspectives through my lectures and research fields.

Message
Nowadays, we are facing an increase in the frequency of natural disasters, such as, torrential rain and earthquakes, as well as energy problems, such as, the exhaustion of natural resources and the environmental destruction brought by mass production and the mass consumption. Let’s discuss and consider how we can solve these problems.

Message
I worked for a consumer electronics company in digital device development until the spring of 2008. What I was in charge of was market research through networking with service providers rather than engineering work. Recently, I have been thinking about research in overall innovation, which includes tourism and long-standing businesses. I would be very happy if I can make some kind of contribution in these areas. Let’s work hard together.
Seiji NOZAWA, Associate Professor
Marketing, Marketing Research

Marketing Research, Management Research, Business Leadership (Workshop 1, 2)
Graduated from the Waseda University Graduate School and received a MA (Commerce). Worked at Kirin Brewery Co. Ltd. Graduated from the MIT Sloan School of Management and received an MS (Management). Withdrew from the doctor’s course at the Hosei University Graduate School after completed required credits. Currently the Head of Research Section of Strategic Branding Dept. in the Kirin Company Ltd.

Satoko SUZUKI, Associate Professor
Consumer Behavior, International Marketing, Service Marketing

Service Communication, Marketing, Research Methods, Service Value Creation Workshop 1, 2
Received MBA and DBA from Hitotsubashi University. She has previously worked at Nihon L’Oreal K.K. and Boston Consulting Group.

Tadashi YAMADA, Associate Professor
Logistics, Transport Planning

Transportation and Logistics Management, Project Operations Management WS, International Project Management WS
Graduated from the Kyoto University Graduate School of Engineering, PhD (Engineering). After working as lecturer in Kanto University and Associate Professor in Hiroshima University, become Associate Professor in Kyoto University.

Yutaka YAMAGUCHI, Associate Professor
Organization Theory, Ethnography, Ethnomethodology

Method for Service Creation, Organization and Community Design, Organizational Behavior
Graduated from the Kyoto University Faculty of Engineering and received a Master of Degree from the Kyoto University Graduate School of Informatics, PhD from the UCLA Anderson School of Management. Researcher at the Xerox Corporation Palo Alto Research Center before current position at Kyoto University.

Yusuke YAMAMOTO, Senior Lecturer
Information Credibility, Human-computer Interaction, Attitude Change, Research Development Management

Graduated from the Kyoto University Faculty of Engineering and received Master and Doctor Degrees from the Kyoto University Graduate School of Informatics. Research administrator in Kyoto University before current position at Kyoto University.

Takeshi HIRAMOTO, Assistant Professor
Conversation Analysis, Ethnomethodology

Methodology for Service Creation, Organization and Community Design,
Graduated from The Industrial Social Sciences Department of The Ritsumeikan University and the sociological postgraduate course doctor. Previous experience includes working as a lecturer of the Ritsumeikan University, and as a researcher for The Business Management Department of Kyoto University (supported by a cooperation relation between the government and the academics).

Yuichi ICHIHARA, Assistant Professor
Management Accounting and Control

Graduated from the Graduate School of Economics, Kyoto University (ME). Worked as “Amoeba Management” Consultant at KCCS Management Consulting Co., Ltd.

Satoshi SHIMADA, Assistant Professor
Service Engineering

Received Ph.D. (Engineering) from the University of Tokyo March, 2015. Served as Program-Specific Assistant Professor (IMPACT) from April, 2015.

Defeng SUN, Assistant Professor
International Business, Business Development

Business Development
M. A. in Economics, Central University of Finance and Economics (Beijing, China) and Kyoto University, Ph.D. in Economics, Kyoto University. Present position from January 2015.

Message
In this modern business world, business workers are required not to have mere knowledge and experiences, but to lead a logical solution from self-set issues based on knowledge and experiences. Let’s use cases, data and analysis software so that practical application abilities can be cultivated in order to think about ways to solve business problems which are becoming more and more complex.

Message
Classical marketing and consumer behavior textbooks are often extensions of American marketing thought. However, there are many cultural differences between the U.S. and other countries. I focus on breaking out of “North American boxes” and to understand intercultural approaches in marketing and consumer behavior management.

Message
Transport and logistics systems are essential to socioeconomic activities, including supply chain management and tourism, while these systems are the source of various externalities, such as traffic congestion, traffic accidents, and negative environmental impacts. From this aspect, the workshops deal with the design and performance of transport and logistics networks. Let’s consider and discuss how to create efficient transport and logistics systems.

Message
Yutaka studies culture of services. He typically observes and videotapes interactions in service encounters and analyze them to develop theories on services. He also plays an active role in Kyoto University Design School, where he teachings design ethnography, service design and design of culture.

Message
Yamamoto has experience in the field of informatics. He is mainly interested in human-computer interaction, information credibility, attitude change, and critical thinking. He has published top journals and international conference papers on the above research fields, including WWW, CHI, Hypertext, WISE, and so on.

Message
I study human communication by using the method called Conversation Analysis. The data of my study includes mundane conversation, organizational meeting, service encounter in restaurant, medical examination, and classroom interaction. Through nowadays, it is sometimes argued that the value of the service is created through direct interaction between service providers and customers, empirical investigation of the process of value creation is unique. I want to explore the process by the detailed inspection of the actual communicative conducts of service encounter.

Message
Through the experience of management consulting, I have realized the importance of management accounting, and also recognized the knowledge of management accounting has diffused insufficiently. In this center, I’d like to spread the knowledge and encourage practitioners to implement management accounting.

Message
I have carried out research on designing and evaluating service with a focus on customers. For example, the delivery process of a certain Stand-Cafe service is modeled and through the simulation with that process model, customer satisfaction is analyzed. I’m interested in customers’ role for creating value with providers. Thus, I’ll try to elucidate the customers’ role and behavior on service.

Message
The need for human resources who can create and foster innovation is strongly recognized in contemporary society. The Business Development lecture aims to provide the fundamental tools and analytic perspectives which are needed when you act as an entrepreneur to develop a new business or commercialize technology in a company.
Masaaki AMMA, Adjunct Professor
Project Finance(PF), Public-Private Partnerships(PPP), Foreign Direct Investment(FDI),
including those by Small and Medium-sized Companies (SMEs), Multilateral Development Banks (MDBs)

1. Project Finance
2. Currently serves as Managing Director in charge of Credit, Assessment & Systems Group at Japanese government-owned Japan Bank for International Cooperation (JBC), after assuming several senior positions at JBC including the Head of Corporate Group, Director General of the International Planning Department, Operational Policy and Strategic Department, and the West Japan Office in Osaka. Currently also serves as Visiting Professor at Fukui Prefecture University.

Katsumi EMURA, Adjunct Professor
R&D Management Information Technology

1. Received the B.E. and Dr Eng degrees in electrical engineering from the University of Tokyo. After joining NEC Corporation, he has engaged in R&D on optical communication systems. He subsequently headed Research Planning Division, Intellectual Asset Management Unit, Central Research Laboratories. He is currently an Executive Vice President and CTO of NEC Corporation.

Osamu FUJIKI, Adjunct Professor
Policy for international standardization, Environmental and sanitary engineering

1. He received his B.E., M.Eng. and PhD from Kyoto University in 1977, 1979, and 2011, respectively. He served as an administrative officer of the Government for 30 years. At present, he is the president of Nihon Suiko Sekkei Co., Ltd. a Japanese consulting firm of water engineering.

Glen S. FUKUSHIMA, Adjunct Professor
Global Strategies for Governments and Corporations

1. Business and Government in the World
2. Teaching Fellow at Harvard University, 1976-78; Fulbright Fellow at the University of Tokyo, 1982-83; Office of the U.S. Trade Representative, 1985-95; Vice President, AT&T Japan; President & CEO, Arthur D. Little Japan; President & CEO, Cadence Design Systems; President & CEO, NEC Japan; President & CEO, Airbus Japan; President of the American Chamber of Commerce in Japan.

Takashi HIKINO, Adjunct Professor
International Management, Management Strategy, Corporate Governance, Management History

1. Business Leadership Workshop LB, Business Ethics
2. Graduated from the Hitotsubashi University Graduate School of Social Science, Senior Research Fellow at Harvard Business School, Research Fellow at the Massachusetts Institute of Technology (MIT) Center for International Studies, and others before becoming Associate Professor at the Kyoto University Graduate School of Economics, Concurrently Adjunct Professor of Strategic Management at Koc University.

Takeshi HONDA, Adjunct Professor
Urban Planning

1. Urban and Regional Management
2. Graduated from the Kyoto University Engineering Department and finished the Master Course at the Graduate School. Joined the Ministry of Construction currently the Ministry of Land, Infrastructure, Transport and Tourism.
3. A section director in the Kinki District Construction Bureau, a deputy director of Urban Planning Division at the MOC, an engineer general of Nigata City, a director of the Urban Transport Planning Office at the MHT and up until this present employment, was the deputy mayor of Nakano ward in the Tokyo Metropolitan.

Munetaka HORIGUCHI, Adjunct Professor
Project Finance(PF), Foreign Direct Investment(FDI), International Finance Transaction and Laws

1. Project Finance
2. Graduated from Faculty of Law at Waseda University in 1985 and Master of Laws in 1996. Currently serves as Executive Officer for Asia and Oceania at "Japan Bank for International Cooperation" (JBC), after assuming several senior positions at JBC, including the Director General, Legal and Compliance Office and the Head of West Japan Office in Osaka.

Fumio HOSHI, Adjunct Professor
Project Finance, International Mega Projects

1. Project Finance, Organizing International Mega Projects

Jason Hsu, Adjunct Professor
International Finance, Equity Premium Puzzle, Business Cycles, Optimal Portfolio Allocations

1. Advanced Investment Management
2. Phil. D., Finance, 2004, UCLA Anderson School of Management
3. M.Sc., Stanford University
4. B.Sc. summa cum laude California Institute of Technology

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message
Project finance is one of the most dynamic financial products in financing the large-scale infrastructure projects or energy development projects, particularly overseas. It is worthwhile for businesspeople to learn the basic concept and practical issues.

message
Decline in the labor force population is predicted in Japan. Technology advances in Artificial Intelligence and Robotics will improve the efficiency of the society and overcome the population declining issue to some extent. We must focus on the work that improves the quality of human life. I would like to discuss, how we could leverage technology advances in creating a new service oriented society in the highly sophisticated Japanese society.

message
Global competitiveness cannot be achieved only by hard work for research and development or acquisition of intellectual property rights. Aligned strategy of intellectual property management and globalization is an urgent challenge in the emerging market driven by free trade mechanism such as TPP.

message
There exists a large gap between the theories of management and economics, and the realities of corporate management. Not to dismiss academic theories as being useless, I strive to offer lectures which will help students learn systematic knowledge which will be beneficial in considering businesses, in addition to learning effective and balanced perspectives when practicing management.

message
Having worked in academia (10 years), journalism (1 year), government (5 years), business (5 years), and I think bank (3 years), I have had a wide range of experiences, primarily between the U.S. and Asia and between Asia and Europe. I would like to share my global experiences and observations with students from around the world and to help them to better understand, appreciate, and effectively manage the important relationship between government and business.

message
Although the social economic situation including a declining population, a super aging society, a stagnant state of economic growth, a delegation from central government to district office, and the diversification with regards to the sense of value, has changed remarkably. The solution for finding newly emerging problems has not been fully proposed. Under these constraints, with the limited resources, capital, and hours, I hope to discuss and develop ideas with the students on how to renovate urban or district areas which need to support nourishing human lives.

message
We would like to start to explain cross-border finance transaction, concept of project finance, paying particular attention to the role of the lenders such as private financial institutions and ECAs (Export Credit Agency).

message
I would like to introduce comprehensive process of project formation to financial close in various overseas projects in detail. I would also like to introduce negotiation techniques and tactics as well as exchange of unofficial negotiations from my own experiences with Japan Bank for International Corporation.

message
Japan is among the world’s most important financial centers. I would love to serve as a bridge to connect Japanese students with global best practices and to share Japanese insights and culture with the global investment community.
Kouji IKEUCHI, Adjunct Professor
Civil Engineering
- Social Capital for Regional Development
- Graduated from the University of Tokyo Faculty and Graduate school of Engineering, Ph.D. (Engineering), Entered the Ministry of Construction (currently MLIT), and served as the Director for Disaster Management, Director of the River Planning Division for River Bureau (currently Water and Disaster Management Bureau), Director-General of Kinki Regional Development Bureau, Director-General, Water and Disaster Management Bureau and currently Vice-Minister for Engineering Affairs
- Message

Izumi INASAWA, Adjunct Professor
Global Logistics and International Project Finance
- B.A. (University of Tokyo), M.A. (Gaia, Johns Hopkins University, Ph.D. (Kyoto University), Japan Bank for International Cooperation (UBIC), Adjunct Professor (Kyoto University) from December 2014.

Takashi INOUE, Adjunct Professor
Public Relations
- Received Ph.D. from Waseda University
- Established Inoue Public Relations, Inc. in 1970
- Visiting Professor, Waseda University (2004-2008)
- Visiting Professor, Akita International University (Second semester, 2016)
- Ph.D. (Public Management)
- Message

Hideki IWAKI, Adjunct Professor
Mathematical Finance, Financial Engineering
- Derivatives, Mathematics Finance
- University of Hitotsubashi, Graduate School of Commerce, Ph.D. (Management Science and Engineering, Economics), After retirement of Professor at Kyoto University, Professor at Kyoto Sangyo University.

Kenji KANE, Adjunct Professor
Civil Engineering
- Social Capital for Regional Development
- Graduated from the University of Tokyo Faculty and Graduate school of Engineering, Entered the Ministry of Construction (currently MLIT), and served as the Director of the River Environment Division for Water and Disaster Management Bureau, Director of the River Planning Division for Water and Disaster Management Bureau, Director-General of Kyushu Regional Development Bureau and currently Director-General, Water and Disaster Management Bureau

Hidetaka KAWAKITA, Adjunct Professor
Securities Investment Theory, Securities Market Analysis, Financial Market Design
- Investments, Excellent companies in Kyoto and Investment, Practice and Law in Asset Management
- Graduated from the Kyoto University Graduate School of Economics (Ph.D.). Nippon Life Insurance Company Investment Division Director of Financial Affairs, Professor at Chuo University, Professor at Doshisha University, Professor at Kyoto University from 2006.

Toichi KIMURA, Adjunct Professor
Corporate Management, Business Creation, Human Resources Development
- Graduated from Kyoto University with BA and Ph.D. (Engineering), Worked as Executive Director of the Nomura Research Institute (NRI), President of NRI Network Communications, President of NRI Learning Network, and Corporate Advisor of NRI
- Served positions as Chair of the Teleport System Research Council, Communication Policy Bureau, Ministry of Posts and Telecommunications, Member of Urban and Regional Planning Research Committee, Science Council of Japan, Member of IR Recognition Committee, JASDAQ Securities Exchange.

Hiroto KODA, Adjunct Professor
Financial and Capital Market Regulations/Systems, Corporate Finance
- Frontier of Corporate Finance
- Graduated from the Hitotsubashi University Faculty of Economics, Entered the Industrial Bank of Japan, and served as Senior Manager of the Group Strategy Department II at Mizuho Financial Group, General Manager of the Corporate Planning Department and Senior Managing Director at Mizuho Securities before current position as Deputy President at the Mizuho Securities from May 2016. Also Part-time Lecturer of the Hitotsubashi University.

Goro KUMAGAI, Adjunct Professor
Financial and Capital Market Theory, Equity Market Analysis
- Financial and Capital Markets, Frontier of Corporate Finance, Corporate Finance and Capital Markets
- Graduated from the Keio University Faculty of Economics, Received an MBA from the New York University Leonard N. Stern School of Business, Worked for Nomura Securities, Nomura Research Institute, Nomura Asset Management, Nikko Salomon Smith Barney, and SPARK Asset Management, before working for Mizuho Securities Equity Research Department, Currently Senior Fellow at the Mizuho Securities Market Strategic Intelligence Dept.
- Message

Subjects Instructed at the Graduate School of Management
- Background
Takashi MITACHI, Adjunct Professor  
Management  
- Managing Value: Strategy, Risk, Finance  
- Holds a Master of Administration with high distinction (Baker Scholar) from Harvard Business School and a Bachelor of Arts in American literature from the University of Kyoto. Worked for JAL, then joined the Boston Consulting Group. Currently the Senior Partner & Managing Director of Japan office and a former member of its Worldwide Executive Committee.

Masafumi MORI, Adjunct Professor  
Civil Engineering  
- Social Capital for Regional Development  
- Graduated from the University of Tokyo Faculty. Entered the Ministry of Construction (currently MINT), and served as the Director of the Planning Division for Road Bureau, Assistant Vice-Minister for Engineering Affairs, Minister’s Secretariat, Director-General of Kiriki Regional Development Bureau, and currently Director-General, Road Bureau

Takashi NANBA, Adjunct Professor  
Port Policy, Regional Management Planning, Logistics System Management  
- Global Logisties and Trade  
- Ministry of Transport; Japanese Embassy of Panaman: Ibaraki Prefectural Government Office; Ministry of Land, Infrastructure and Transport; Deputy Minister for Technical Affairs, Minister’s Secretariat; Vice-governor of Shoutaka Prefecture.

Junji NISHIDA, Adjunct Professor  
Traffic management, Information system, Business creation  
- BEng., Kyoto University (1980)  
- Trustee, Ueda Gakuen (Ueda College of Fashion) (2011-)  

Hisakazu OHISHI, Adjunct Professor  
Land and Infrastructure Studies, Land and Infrastructure Planning, Overhead Capital Policies, Roads  
- Social Capital for Regional Management  
- Graduated from the Kyoto University Graduate School of Engineering, Entered the Ministry of Construction (currently MINT), and served as Deputy Director General for Technology, Director of the Road Bureau, and Technical Officer at MINT. Currently the Director General of Policy Research Institute for Country-oology at Japan Institute of Country-oology and Engineering (JICE).

Toshikiko OMOTO, Adjunct Professor  
Contract Management, Dispute Resolution  
- Contract Management and Dispute Resolution  
- Graduated from the Kyoto University Faculty of Design and Graduate School of Management, PhD in Engineering. Worked for Taisho Construction then became Professor at Kyoto University. Currently Adjunct Professor at Kyoto University. Started the Toshikiko Omoto Project Consulting and give management and dispute resolution advice. Additionally, conducted dispute resolution work as an arbitrator, mediator and dispute board member.

AAhad M. OSMAN-GANI, Adjunct Professor  
Human Resource Development (HRD), International Management  
- Received his PhD in Human Resource Development, and a Master of International Business from the Ohio State University, Columbus, OH. Former Dean of Graduate School of Management, and currently a Senior Professor at the Department of Business Administration, Faculty of Economics & Management Sciences of the International Islamic University Malaysia (IIUM). Taught in Singapore and USA for more than 20 years. Recognized as the “Outstanding HRD Scholar” by the Academy of HRD in USA.

Nobuo SAYAMA, Adjunct Professor  
M&A, Buyout, Management, Bankruptcy  
- M&A Practical Theory  
- Graduated from Rakush High School and the Kyoto University Faculty of Engineering Polymer Chemistry Department in 1976 (Yasunori Nishida Laboratory). Worked at Taijin in polyolefin polymerization, Mitsui Bank in M&A business from 1987, jointly established Unison Capital in 1998, GCA in 2004 (currently GCA Sasin), Integral in 2007 and chairman of Skyman in 2015. Received MBA from New York University in 1994, graduated from Tokyo Institute of Technology Graduate School of Decision Science and Technology (Ph.D) in 1999. Professor of Hitotsubashi University Graduate School of International Corporate Strategy since 2004.

Katsumi SEKI, Adjunct Professor  
Civil Engineering  
- Social Capital for Regional Development  
- Graduated from the Kyoto University Faculty and Graduate School of Engineering. After entering the Ministry of Construction (currently MINT), served as the Director of the General Planning Bureau, Construction Planning Division, Director of the River Bureau flood control division, Councilor of the Geotechnical Information Authority of Japan, Minister’s Secretariat of Councilor, Technology Director General of the Hektodoku Development Bureau, Director General of the River Bureau, and Director General of the Water and Disaster Management Bureau of MINT, and currently President of The River Foundation and Advisor to the Reisukion city and Ministry of the Environment.

- Subjects Instructed at the Graduate School of Management  
- Background

message  
To become a sustainable value creator, insight-driven strategy development, understanding of risks, and integrated management of strategy and finance are indispensable. This class aims to develop both knowledge and capability referring to my own consulting experiences.

message  
I hope to appraise the appropriate situation regarding social capital management and the prevention or reduction of disasters from the angle of enhancement in terms of international competitiveness, a strategy for large scale disasters, as well as considering the safety for human lives and the basic policy of activation within a district. In my lectures, a basic philosophy involving basic public policy and methodology by introducing actual case studies are presented.

message  
In the planning of port policy, the viewpoints of economic industrial policy, social policy and national and regional interests should be considered. In addition, there are various elements to examine such as international economic trends, changes in geographical features, total or partial optimization, and the inclinations of the people involved. Let’s discuss these by looking at case studies.

message  
My technical fields are transportation, city planning and ICT. Taking advantage of my experience - management of a major company, small enterprises, educational foundation and public service corporation, I will take on the research of the community activation.

message  
In regard to the significance of social capital, lets understand the natural and social conditions of national land, and get an overall perspective of national land by making historical and external/internal comparisons. In addition, lets acquire literacy by investigating the situation of the media which regulates the nation’s democracy. We will also consider the characteristics of thinking of the Japanese, which are based on ethnic experiences.

message  
If contracts are not carried out appropriately, any kind of business transaction will not be satisfactorily performed. Eventually, this may develop into a contract dispute. Using construction contracts, which are extremely complex, we will study contract theories, management methods, and dispute prevention/solving methods.

message  
Best wishes to KU-GSMA for its initiatives on Global & Asian Business Leadership programs. We are happy to see the positive outcomes of productive and successful partnerships between IIUM and KU-GSMA. Let’s continue our collaborative efforts in developing new knowledge and contributing to advanced professional practices in leadership and business management.

message  
For more than 29 years since 1987, I have been working in the M&A and buy-out business. Based on that experience, I will communicate to students about the whole process of M&A and the enhancement of corporate value through M&A so that they will comprehend the significance of M&A in actual business contexts.

message  
Let’s talk about social capital improvement and changes that affect our nation, such as global environment issues or regional disaster prevention. My lectures will cover river maintenance and management, and ways of thinking about public policy or disaster management through the study of actual cases.
Shigenori YUYAMA, Adjunct Professor
Materials science, Non-destructive testing, Structural monitoring, Entertainment business management
- Entertainment business management
- Received a B.S. degree and a PhD in Materials Science from the University of Tokyo in 1976 and 1982, respectively. Set up Nippon Physical Acoustics, Ltd., a member of the MISTRA Group Inc. (MGI) in 1983 as president of the company. Received a PhD in Civil Engineering from Kumamoto University in 1999. Appointed as VP of Japanese operations as MG went public on the New York Stock Exchange.

Kazuya AOKI, Adjunct Associate Professor
Infrastructure Management
- Road Asset Management
- 1997, Graduated from the Kyushu University with Bachelor of Engineering, Department of Earth Resources, Marine and Civil Engineering, 1997-present, Worked for PASCO Corporation. 2006, Graduated from the Kyoto University, Graduate School of Engineering, Department of Urban Management (Ph.D.).

Ken HIRATA, Adjunct Associate Professor
Urban Policy, Infrastructure Provision
- Graduated from the Tokyo University, Faculty of Law. After entering the Ministry of Construction (currently MLIT), served as the Deputy Director of Urban Policy Division, Director of Budget Affairs Division of Akita Prefecture, Senior Deputy Director of Construction Industry Division, Director for Road Administration Policy Planning, Director for Budget Affairs, Director for Urban Policy Coordination.

Shinya IZAKI, Adjunct Associate Professor
Urban Policy, Housing Policy
- Graduated from the Tokyo University (Faculty of Agriculture). Received MPhil in Planning, Growth and Regeneration from University of Cambridge. Entered the Ministry of Construction (currently MLIT), served as the Director for Urban Policy at Gifu Prefecture, Director for Housing Administration Policy Planning, Director for Personnel Affairs, and currently Director for Urban Policy Division at MLIT.

Shuichi KAMATA, Adjunct Associate Professor
Urban planning, Urban development, Urban environment and energy
- Graduated from the Waseda University Faculty and Graduate School of Science and Engineering, Entered the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) and held positions such as the Director-General, City Development Bureau of Niigata City. Currently Director for Facilities Planning Coordination (MLIT)

Okihiro MARUTA, Adjunct Associate Professor
Management Accounting
- Graduated from the Graduate School of Economics, Kyushu University (PhD). Served at Saga University, Hokkaido University, then Associate Professor at Kyushu University.

Ryuichi SHIBASAKI, Adjunct Associate Professor
International Logistics, Port Logistics, Intermodal Transport, Logistics Network
- Global Logistics and Maritime Transport
- BE, MS, Ph.D. (Univ. of Tokyo). Research Associate (Univ. of Tokyo), Visiting Researcher of Tsinghua University, OCII, NII (National Institute for Land and Infrastructure Management) of MLIT.

Subjects Instructed at the Graduate School of Management
- Background
The Graduate School of Management Receives the ABEST21 Business Accreditation in the 2015 Academic Year

The Kyoto University Graduate School of Management has received the business accreditation from "THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW, a 21st century organization (ABEST21)" with the results stating that "the graduate school has satisfied most or all of the evaluation with very few problems that need revision. The maintenance and improvement of educational and research standards are expected and the program is an overall excellent educational program". The graduate school received both a certificate and a plaque from ABEST21, and will continue to make the effort to offer a high quality educational program.

◆ Best Teacher Award  Professor Yasuo SUGIYAMA, Professor Makoto USUI

The Graduate School of Management awards the "Best Teacher Award" to distinguished faculty who are recommended by students as providing engaging, interesting lectures of high quality. This was the seventh year the award was given, and by student vote, the award was given to Professor Yasuo SUGIYAMA and Adjunct Professor Makoto USUI.

[Past Recipients]
2009./Associate Professor Takashi HIKINO, Associate Professor Asli M.COLPAN
2010./Associate Professor William BABER, Adjunct Associate Professor Seiji NOZAWA
2011./Professor Yasuo SUGIYAMA, Adjunct Professor Katsuji ISHIHARA
2012./Associate Professor Takashi HIKINO, Associate Professor Yoshiaki KUBOTA
2013./Associate Professor William BABER, Associate Professor Yoshikazu MAEGAWA
2014./Professor Chihiro SUEWATSU, Professor Yasuyuki KATO

The Graduate School of Management supports the enhancement of the educational and research activities of the faculty by making an effort to hire young faculty members, placing an importance on hiring female faculty members, hiring foreign faculty members and partaking in the Best Teacher Award Program.

◆ Hiring female faculty members Asli M.COLPAN, Associate Professor, Sayuri KIMOTO, Associate Professor, Satoko SUZUKI, Associate Professor, Yoko SHIRASU, Adjunct Professor

◆ Hiring foreign faculty members Gautam RAY, Professor, William BABER, Associate Professor, Glen S. FUKUSHIMA, Adjunct Professor, Jason HSU, Adjunct Professor

◆ Hiring young faculty members Yusuke YAMAMOTO, Senior Lecturer, Satoshi SHIMADA, Assistant Professor, Defeng SUN, Assistant Professor, Takeshi HIRAMOTO, Assistant Professor, Yuichi ICHIHARA, Assistant Professor