

# Advisory Board 2024

February 6, 2025  
Graduate School of Management, Kyoto University  
Dean and Professor Norio SAWABE

<https://www.gsm.kyoto-u.ac.jp/>

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# Mission, Vision, and Strategic Themes

01

# About us



## **ESTABLISHED IN 2006**

Established in April 2006 as a graduate school with a professional degree program for training highly skilled business professionals.



## **NUMBER OF FACULTY MEMBERS: 154**

Including 42 core faculty members. 12 international (6), 20 female (9)

\*As of January 2025. Figures in parentheses are the number of core faculty members.



## **NUMBER OF STUDENTS:**

MBA 100/Year Ph.D. 7/Year



International  
45%



domestic  
55%

A diverse learning environment



## **SMALL CLASS SIZES:**

Small class sizes of approximately 5 students per full-time faculty member, enabling detailed support.



**International exchange:** 40 partner schools in 20 countries.

Promoting the establishment of strategic international partnerships



## **INDUSTRY-ACADEMIA COLLABORATION:**

Promoting cutting-edge educational and research activities through the establishment of 18 endowed courses, etc., as well as acquiring external funding



## **INTERNATIONAL ACCREDITATION:**

Obtaining EQUIS accreditation from 2023





# Mission, Vision and Strategic Themes

## **Mission:**

We aim to contribute to the diverse and harmonious development of global society by developing an educational system that bridges cutting-edge research and specialized practice and educates highly distinctive professionals who can give leadership in a wide range of fields, and by conducting management research with high ethical standards based on research freedom and autonomy.

## **Vision:**

We aim to become one of Asia's leading and distinctive business schools in the field of cutting-edge research and specialized practical education.

## **Theree Strategic Themes**

1. Internationalization
2. Collaboration between industry, government, and academia
3. Interdisciplinary research and education

# Our Latest Situation

02

# Education: MBA

## MBA/Professional Degree Program

- Practical education that combines theory and practice / Curriculum system that enables step-by-step study
- Acquire theoretical thinking in business administration and aim to solve real-world problems in companies, government agencies, NPOs, etc.
- A wide range of people study here, including those who work and study at the same time, those on career breaks looking for the next career move, and international students from a variety of backgrounds.

## Features of the MBA program

- Full-time
- **Staged curriculum:** The curriculum is structured to enable systematic study, with basic subjects taught in the first semester, specialized subjects taught from the second semester to the third semester, and practical and advanced subjects taught from the third semester.
- **Supervisors:** Each student is assigned a supervisor. The supervisor provides guidance on course selection and general support for study.
- **Small-group instruction through workshops:** The goal is to deepen understanding of the nature of business through in-depth research and practice of specialized content in small groups through workshops by MBA program/concentration.
- **Shortened program (+MBA):** A student of Kyoto University's graduate schools can take courses at the GSM while enrolled in another graduate school. The credits they earn during that time can be recognized after they enter the GSM, allowing them to complete the GSM in one year (e.g. Graduate School of Medicine).
- **Point system:** An incentive for participating in seminars, etc. The completion requirement is 20 points.



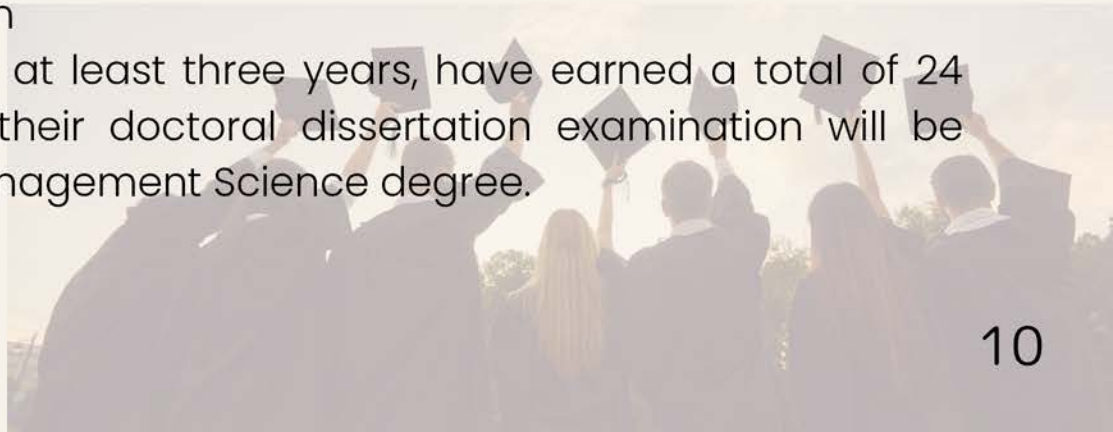
# Education: Ph.D.

## **Ph.D. Program ( in Management Science)**

- This program is designed for individuals who have earned a master's or professional degree and have gained advanced practical experience in a company or other organization, and who have developed an awareness of management issues through that experience.
- This program is designed to develop global business leaders who can demonstrate the insights they have gained through their research to the completion of their dissertation and who can play an active role in a wide range of areas.

## **Ph.D./Characteristics**

- Three areas: Students will develop expertise in one of three research areas (Practical Finance Area/ Service Innovation & Design Area/ Project Management Area) and receive guidance to acquire comprehensive skills that are useful in the workplace
- Research mentoring by multiple faculty members from the Research Mentoring Team and the Specialization Mentoring Team
- Students who have been enrolled for at least three years, have earned a total of 24 credits or more, and have passed their doctoral dissertation examination will be awarded a Doctor of Philosophy in Management Science degree.





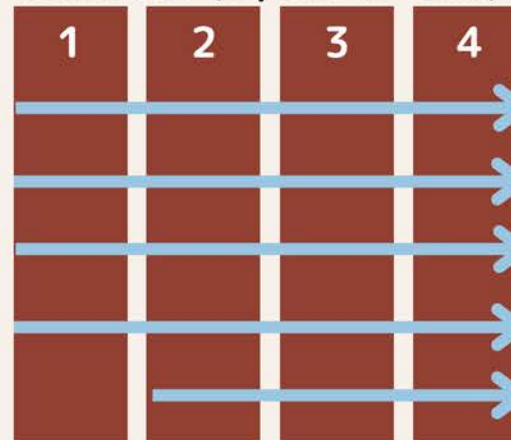
# Details of the MBA program

From 2025, we aim to provide more advanced learning through program reorganization.

## Japanese-structured Program

Business Leadership Concentration  
Service, Tourism and Art Concentration  
Project Operations Management Concentration  
Finance&Accounting Concentration  
One year and Half Course (Finance&Accounting)

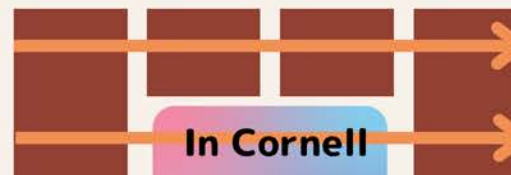
Semesters (2 years in total)



MBA

## International Program

International MBA (i-MBA)  
Kyoto-Cornell Int. Collaborative Degree Opportunity



MBA

MBA&MMH

# Details of the MBA program

## Japanese-structured Program (from Program to Concentration)

### >>Business Leadership Concentration

Developing management personnel who can combine theory and practice to establish strong leadership and achieve strategic superiority.

### >>Service, Tourism and Art Concentration

Developing human resources with management skills in the fields of service, hospitality and tourism, and human resources who can understand culture, design and art from a humanities and social science perspective and create new value.

### >>Project Operations Management Concentration

Development of human resources with an international mindset and diverse management skills for large-scale projects, new technology development, information system development, etc.

### >>Finance & Accounting Concentration

Training certified public accountants who are strong in both finance and accounting, international fund managers, analysts, accounting and finance experts, etc.

## International Program

### >>International MBA (i-MBA)

A program for students aiming to become business leaders who can play an active role in the world, where it is possible to obtain an MBA degree in English only.

### >>Kyoto-Cornell International Collaborative Degree Opportunity

A program where students can study at Cornell University in the United States, which is one of the world's top universities, and Kyoto University for one year each, and simultaneously study business administration and hospitality. The program aims to develop internationally advanced human resources, and students will be awarded a master's degree from both universities. (MBA & MMH)



# Strength of the GSM

We offer a wide range of practical subjects based on industry-academia collaboration, as well as many seminars and events that are part of the point system (about 100 seminars per year in total)

地域活性とクリーンエネルギーの融合

後期開講授業の2コマを公開！  
**グリーン・アントレプレナーシップ**  
公開セミナー

株式会社町おこしエネルギー  
代表取締役 会長 社長  
(株式会社神奈川町おこしエネルギー)  
**沼田 昭二氏**

2024年  
**11月1日 金**  
10:30-14:45

参加費無料

お申込みはこちら  
https://www.kyoto-u.ac.jp/gsm/seminar/2024/11/01/

会場：国際科学ナレッジセンター5F  
シンポジウムホール（予定）

参加申し込みはこちら

「これからの日本経済とリーダーシップ」

2024年5月10日（金）  
13:15-14:45（開講）

宮内 義彦  
オシロックス株式会社  
シニア・チーフ・アドバイザー

京都大学時代記念館  
1F 百年記念ホール（対面のみ参加）

1部 10:30-12:00 開講式・講演  
2部 13:15-14:45 質疑応答

お申込みはこちら  
https://www.kyoto-u.ac.jp/gsm/seminar/2024/05/10/

会場：国際科学ナレッジセンター5F  
シンポジウムホール（予定）

京都大学コミュニケーションデザインと  
DE&I コンソーシアム

アート × 投資家 × DE&I クロスオーバーミーティング

**投資家からみたDE&I**

2024.11.05（火）13:15~14:45

対面開催

会場：京都大学 本部構内 総合研究2号館  
3階 ケーススタディ演習室

DE DAIKO MATSUYAMA  
PROF. HEE-CHAN SONG

**ESISTABILITY**

仏教から学ぶサステナビリティ  
〜キズナとタラシヒとバタツクスを繋ぐ〜

オンラインセミナー

2024年11月22日  
14:00-16:00（オンライン）

講演者  
加部 大輔  
京都大学大学院経済学研究科 教授  
京都大学大学院経済学研究科 教授  
京都大学大学院経済学研究科 教授  
京都大学大学院経済学研究科 教授

お申込みはこちら  
https://www.kyoto-u.ac.jp/gsm/seminar/2024/11/22/

レジリエンス  
一人間と社会の強靱性を考えるー

2024年11月22日（金）  
14:00-16:00

会場：京都大学 本部構内 総合研究2号館  
3階 ケーススタディ演習室

講演者  
加部 大輔  
京都大学大学院経済学研究科 教授  
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京都大学大学院経済学研究科 教授

お申込みはこちら  
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We welcome the head of the Omotesenke (tea ceremony), the Ikenobo (ikebana), and the owners of long-established businesses as guest lecturers, and offer classes in English that incorporate the essence of sustainable business in Kyoto.

Graduate School of Management  
Integrated Hospitality (Innovation) Business School

**2024 FALL SEMESTER**  
**RESILIENT HOSPITALITY MANAGEMENT**

PROF. YOSHIMORI HARA  
PROF. BENKO IKENOBONO

16:30 - 18:15  
Wednesday

**Special Speakers**

- Yoshimi NAKATA  
Executive Director, Omotesenke
- Daike MATSUYAMA  
President, Omotesenke
- Wasee HOSONO  
President, Omotesenke
- Masahiko HATA  
President, Omotesenke
- Yuka SEN  
President, Omotesenke
- Akemi NISHIMURA  
President, Omotesenke

**About our Course**

This course focuses on sustainable and resilient management of society, organizations, and businesses based on Japanese traditions, philosophy and ethics. The course will consist of lectures, including special guest lectures, practical exercises, discussions, student presentations and field trips. Students will have the opportunity to experience Zen Exercises, Ikenobo, etc. This course is also for those who wish to learn and experience authentic Kyoto business culture.

**Contact**  
Eiko Nakashima  
nakashima.eiko@kyoto-u.ac.jp

More information >>>



# Research Activity

## Active acquirement of the KAKEN Grants and Collaborative Research with industry

\*KAKENHI: Grants-in-Aid for Scientific Research

AY2024 KAKENHI ( Portion of Co-Investigator ) 46 ( 23 ) Cases

(Breakdowns)

Grant-in-Aid for Scientific Research (A)	11 (9) cases	Grant-in-Aid for Early-Career Scientists (B)	7 cases
Grant-in-Aid for Scientific Research (B)	14 (10) cases	Grant-in-Aid for Challenging Research	1 cases
Grant-in-Aid for Scientific Research (C)	10 (3) cases	Grant-in-Aid for Encouragement of Scientists	1 cases
International (B)	1 (1) cases	Survey-Research	1 cases
		Total	46 (23) acses

AY2024 Collaboration Research with Industry 4 Cases

Example:

「マーケティングおよびブランディングに向けた文化創造の実践と検証」 山内 裕 教授

“Practice and Verification of Cultural Creation for Marketing and Branding” by Prof. Yutaka Yamauchi

## Variety of Research Activities

Publication in international  
top journals



Collaborative Project with  
Communities



Industrial-Academia  
Collaborative Research Project



# GSM-KU Center for Research in Business Administration

## Director

Prof. Naoki WAKABAYASHI



## Mission

- 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.

## Activity Examples

- Organizing the “Business Frontier Seminar”



Held 2-3 times a year, with lecturers invited from industry

- The results of research conducted at the GSM are published on the center's website.

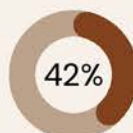


# Internationalization

## Building Strategic International Partnerships



International exchange agreements with 40 schools in 20 countries around the world

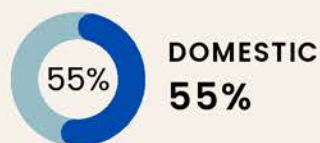


17 of 40 schools have obtained EQUIS accreditation



20 out of 40 schools have received AACSB accreditation

## Internationalization of Faculty and Student Body



## International Events

We invite researchers and professionals in industry from overseas to hold seminars and symposiums.





# Industrial-Academia Collaboration

Based on the industry-academia collaboration, we develop new programs/projects that meet the needs of society and business.

## 18 Endowed Chairs

 Mizuho Securities ① Mizuho Securities Endowment (Corporate Finance & Capital Markets)	 ② City and Town Management by Public-Private Partnerships Chair	 ③ Integrated Port Logistics Chair	 ④ Road Asset Management Policy Chair
 ⑤ Management Accounting Endowment Research Center Japan Institute of Management Accounting Professionals	 ⑥ Philosophical Entrepreneurship Studies	 ⑦ International Mega Infrastructure Management Policy Chair	 ⑧ Integrated Hospitality (Green House) Endowed Chairs
 ⑨ Plutus Consulting	 ⑩ Private Equity (Polaris Capital Group) Endowment	 ⑪ Art, Communication Design and Organizational Management	 ⑫ SHIFT Endowed Chair
 ⑬ Brain Healthcare Business Ecosystem	 ⑭ Green Entrepreneurship Studies	 ⑮ Resilience Studies Endowed Chair	 ⑯ Endowed Chair in Startup M&A
 ⑰ Nihon M&A Center HD endowed chair	 ⑱ Project Management Evaluation Chair		

## 4 Collaborative Research Chair

 ① Collaborative Research Chair for Asian Business Leader Development	 ② Practice of Informatics for Business Chair	 ③ Collaborative Research Chair for Paradoxical Leadership	 ④ Research on Infrastructure Physical Property
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## 4 Endowed Lectures

 ⑤ JPRI	 ⑥ A-Team Consulting	 ⑦ SOCIETE GENERALE	 ⑧ EY Japan
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## 4 Executive Education

 ⑨ Asia Business Leader Project	 ⑩ Senior Management Accounting Professional Program	 ⑪ Kyoto Creative Assemblage	 ⑫ Women's Executive Leadership Program
 ⑬ Business Valuation Education Program			

## 3 Visiting lectures

 ⑭ Urban Management Visiting Lecture	 ⑮ Maritime Management Visiting Lecture	 ⑯ Project Finance Visiting Lecture
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# Alumni and Career Support

## Alumni Activity

Strengthening the domestic and international alumni network through alumni events and newsletters, etc.

- GSM DAY (spring alumni networking event)
- Alumni general meeting (autumn), homecoming day



2023 GSM DAY



2024 Alumni Event@Tokyo

## International Career Seminar

Career seminars are held mainly for international students aiming to find career in Japan.

HR and talent management professionals from companies are invited to give lectures on careers and to network.

### HR managers of Hilton talk in the GSM International Business and Career Seminar



On May 15, 2024, the Center for Research in Business Administration and the GSM alumni networking (GSM) hosted an international business and career seminar for international students. Mr. Yusaku Sakai, Senior Manager in Talent & Leadership Development, and Mr. Akitsugu Taniguchi, Senior Manager in Recruitment, Japan Korea and Micronesia of Hilton, visited us and provided insightful presentation about their business operations, corporate culture, and career opportunities to our international students. The seminar participants from eight countries including China, France, Indonesia, Peru, Taiwan, Thailand, Turkey, and Japan, participated the seminar. Many students were very enthusiastic and active in asking questions around their current business and recruitment opportunities in Japan. Students also appreciated managers of Hilton for their contributions. The event is partially sponsored by the Taniguchi Foundation for career development of international students.

The background features abstract geometric shapes in shades of brown and dark blue, primarily located in the corners and along the right edge. These shapes include triangles and polygons, some with thin white lines, creating a modern, layered effect.

# Thank You