

KYOTO  
UNIVERSITY  
GRADUATE  
SCHOOL OF  
MANAGEMENT

2020

京都大学





## Message from the Dean



Dean, Graduate School of Management,  
Kyoto University

### Dr. Keichi Toda

The Graduate School of Management (GSM) of Kyoto University was established in April, 2006 in Kyoto, the ancient capital of Japan where tradition and innovation are continuously assimilated. GSM aims at human resource development for highly professional management. Since GSM was founded to offer an MBA course, it has developed a unique educational system that draws upon the latest research in management, as well as advanced and specialized business practices. Especially, it has focused on issues and potential solutions for a global and sustainable society in the 21st century, an era of digital transformation and environmental challenges.

GSM is home to highly specialized professors and professionals in various fields such as economics, management, engineering and informatics. They collaborate to contribute unique educational programs to students and also contribute to development of innovative research broadly as well as deeply.

In 2016, the Ph.D. course was established with a capacity of 7 students per year. In 2018, GSM developed a new MBA course in Tourism and Hospitality Management. In addition, in 2019, GSM inaugurated a high potential MBA course with Cornell University, and expanded the English-only MBA programs. As a result, total MBA student capacity amounts to 100 per year. GSM delivers various educational opportunities to foreign and domestic students with diverse backgrounds.

In the future, GSM will make every effort to become a strong hold of management education and research in global society.



## GSM Identity

In keeping with the strong academic and creative traditions of Kyoto University, the Graduate School of Management (GSM) aims to make unique contributions to the art and science of management and to produce global business leaders who are willing to take on societal and business challenges. Situated in Kyoto, a city with both a distinct identity and global connections, GSM seeks to make a worldwide impact through education and research.

In addition to inculcating practical knowledge and scientific and logical reasoning, GSM encourages students to become leaders that take thoughtful, proactive action in business and policy. GSM also values the frank and open discussions of many voices, which helps students grow beyond their mindsets and reach towards the undiscovered.

## Promoting Globalization

We established an English-only MBA program in International Project Management (IPROMAC) in 2011. In 2019, we expanded this focus area to include two separate programs: International Business Administration (i-BA) program for training global leaders, and International Project Management (i-PM) program for developing the managers that will lead mega-scale international projects to completion.

In addition, Kyoto University and Cornell University (USA) have jointly established a new, highly promising course. It is designed to confer both an MBA degree from Kyoto University and a Master of Management in Hospitality (MMH) degree from Cornell University in two years. With a new curriculum jointly implemented by these two world-leading universities, we will provide an excellent educational opportunity for the development of leaders with a hospitality focus.

Furthermore, we are working closely with international universities and partner organizations through student exchange agreements and joint research agreements. We are also expanding our joint degree programs such as that with National Taiwan University and are pursuing more scholarly exchange opportunities based on such agreements.

## Industry-Government-Academia Collaboration

GSM has numerous endowed chairs, endowed lecture series, and collaborative research courses that enhance the multi-faceted, practical education and research of our MBA and Ph.D. programs. Building on industry-government-academia collaboration, we also provide various Executive MBA programs, an MBA introductory program, and local human resource development programs, some of which are categorized as certificate programs, in order to meet the urgent current requirements of society.

Kyoto University \* as of May 1, 2019



Established in 1897

- 10 Faculties
- 18 Graduate Schools
- 13 Research Institutes
- 21 Centers and Facilities

- 13,100 Undergraduates
- 9,500 Graduate Students
- 2,100 International Students

Graduate School of Management

- 250 Students in Total
- 38% International Students

## International MBA Program \*in English

### 1 Fostering international business leaders — International Business Administration Program (i-BA)

This program welcoming students from all over the world and offers MBA coursework in English to become business leaders.

### 2 Fostering international project managers — International Project Management Program (i-PM)

This English language program provides the knowledge and skills for graduates to become managers of projects, including international megaprojects.

### 3 Global professionals in management and hospitality — Kyoto-Cornell International Collaborative Degree Opportunity (KC-CDO)

This course offers a curriculum in management and hospitality for one year each at Kyoto University and Cornell University. Upon completion, students will be awarded master's degrees from both universities.

## Curriculum Structure (For i-BA and i-PM)

- 2 subjects with a minimum of 4 credits (Workshop I & II)

Advanced Subjects

- 8 or more credits including a minimum of 6 credits specified by the program

Business Practice Subjects

- 14 or more credits including a minimum of 10 credits specified by the program

Specialized Subjects

- 16 or more credits

Basic Subjects

2nd Year

A Master's thesis is not required for degree completion.

Semester 3 & 4

Move up to Year 2

A minimum of 16 credits from both basic and specialized subjects including 10 or more credits of basic subjects.

1st Year

Semester 1 & 2

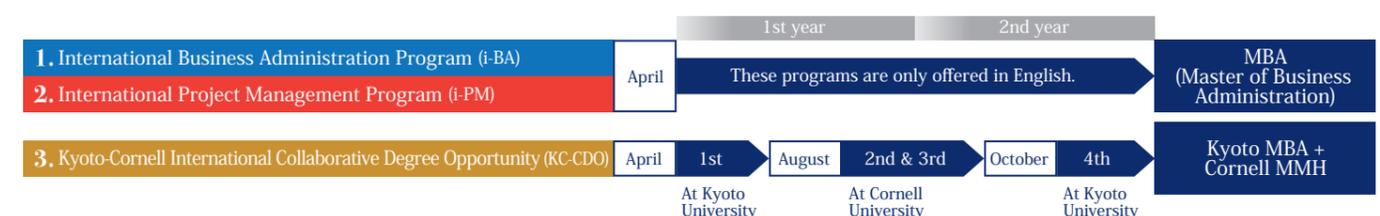
Students may take a maximum of 18 credits per semester and 36 per year.

\* The KC-CDO program provides a different curriculum structure.

Please find details at

<http://www.gsm.kyoto-u.ac.jp/en/cornell>

## Program Structure \* in English



# MBA Program

\*in Japanese

## Practical Education Linking Theory and Business

The aim is to learn theoretical methods of business administration, which can be applied to solve real problems in companies, public agencies, and NPOs. Our students come from diverse backgrounds, including those who continue to work in the field, those who are transitioning into this field, and international students.

### 1 Achievement of strategic advantage — Business Leadership Program

The goal is to unite theory and practice as a means to achieve a strategic advantage by establishing strong leadership amid ever intensifying global competition.

### 2 Innovating in service society — Service & Hospitality Program

Value in present society lies largely in services. We produce professionals who can design and manage innovative services and co-create unique value in society.

### 3 Fostering of project managers with balanced skills — Project Operations Management Program

We nurture project managers with an international focus and balanced management skills who will work on large-scale international projects, new technologies, and information system development.

### 4 Development of interdisciplinary professional skills — Finance & Accounting Program

We foster professionals who have high expertise in both finance and accounting, such as CPAs with sophisticated financial knowledge, and fund managers with excellent accounting expertise.

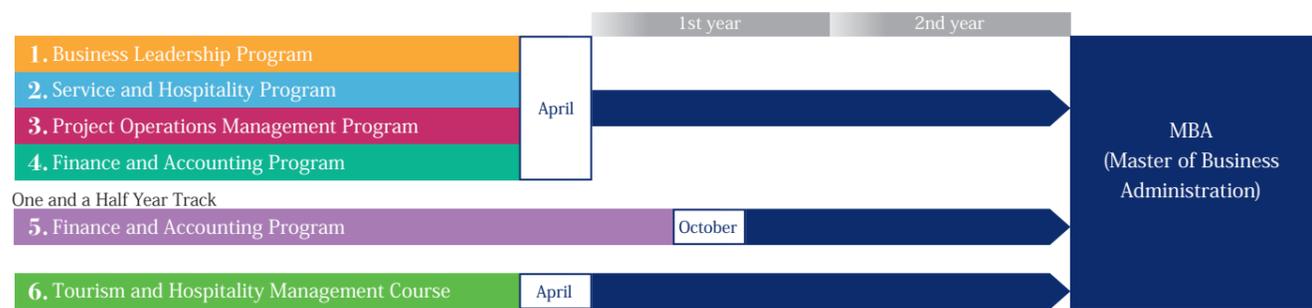
### 5 Development of interdisciplinary professional skills (for qualified individuals only) — Finance & Accounting Program

This course is designed to be completed in 1.5 years for those who already work as qualified finance and accounting professionals.

### 6 Development of Destination Management Capabilities — Tourism and Hospitality Management Course

We foster professionals who will contribute to destination management, based on professional knowledge of tourism science.

## Program Structure \* in Japanese



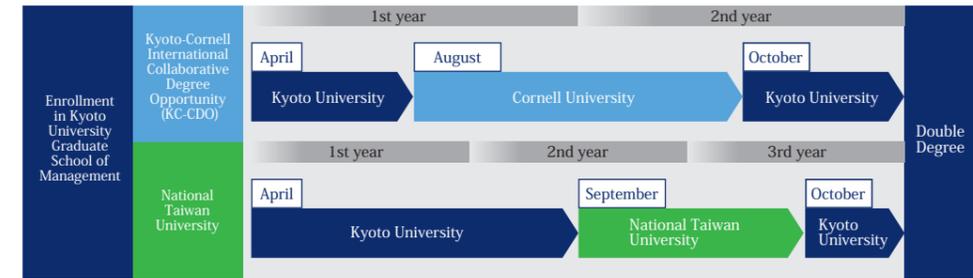
# International Double Degree Opportunities

## Kyoto-Cornell International Collaborative Degree Opportunity (KC-CDO)

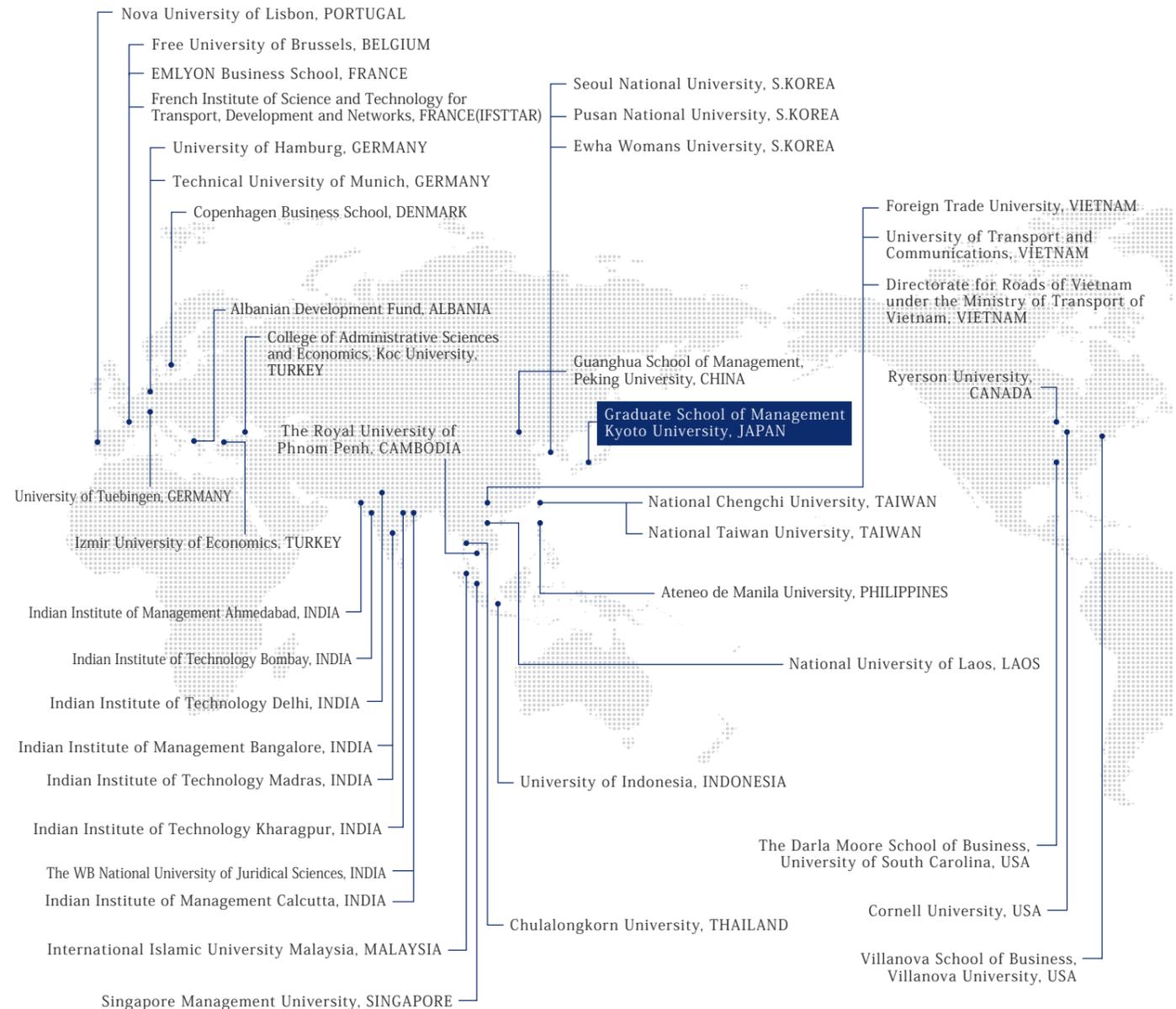
This is a two-year program offering students the opportunity to be conferred two degrees, an MBA from Kyoto University, and an MMH from Cornell University. Candidates are required to successfully complete the admission procedures of both universities.

## National Taiwan University

After studying for a year at Kyoto University, selected students join the program at the National Taiwan University (Accounting Program, Global MBA), which is one of the top schools in Taiwan. Upon completion, students earn two MBAs.



# International Partners



This program is designed for individuals who have already obtained their MBA or master degree and have professional experience to cultivate highly educated professionals. Students obtain a doctorate and will play active roles in business fields in private companies. The program is designed so that students can continue to work while earning their doctoral degree. Length of study is three years.(in Japanese)

## Three Main Research Fields



## Research Collaboration

### Fusion and Professional Knowledge Upgrade of Various Fields

Clarifying and addressing complicated management-related phenomena requires professional knowledge in many fields, including economics, business administration, engineering, and informatics, to be fused. We maintain close contact with companies and public agencies to recognize real problems and use management studies to solve problems in an interdisciplinary way. We contribute to the improvement of existing educational programs and the development of new programs in the Graduate School of Management.



### Center for Research in Business Administration

The Center is the basis for the efficient management of various managerial research projects, including industry-academia-government collaborations and international collaborations.

### Courses by Visiting Professors on Urban/Regional Management

Knowledge sharing and human resource development for professionals, technicians, and researchers (in industry, academia, and government) in urban and regional management.

### Courses by Visiting Professors on National Land Management

Knowledge sharing and human resource development for professionals, technicians, and researchers (in industry, academia and government) in national land management.

### Courses by Visiting Professors on Project Finance

Human resource development and joint research through project finance in collaboration with Japan Bank for International Cooperation (JBIC).

### Practice of Informatics in Business

This chair will collaborate with companies to study methods for human resources development in IT fields, and provide educational programs to Kyoto University students and working people.

### Collaborative Research Chair for Securities Investment

New stock price index development based on the research and results of long term investing and human resource development for professionals in finance.

## Tuition

Category	Annual tuition	Semi-annual tuition	Admission fee	Entrance examination fee
Graduate Students	535,800 yen	267,900 yen	282,000 yen	*10,000 yen **30,000 yen

\* For International Programs.

\*\* Except International Programs.

\*\*\* For KC-CDO program, please find the details at <https://www.gsm.kyoto-u.ac.jp/en/cornell>

Note: Exchange students are not required to pay tuition to Kyoto University.



[https://www.kyoto-u.ac.jp/en/current/how\\_to/tuition/tuition-and-fees.html](https://www.kyoto-u.ac.jp/en/current/how_to/tuition/tuition-and-fees.html)  
Kyoto University webpage on the "Tuition and Fees".

## Financial Aid



[https://www.kyoto-u.ac.jp/en/current/how\\_to/financial\\_aid](https://www.kyoto-u.ac.jp/en/current/how_to/financial_aid)  
Kyoto University webpage on the "Financial Aid".



Asli M. Colpan, Professor

- ① Business Leadership Program, i-BA Program, KC-CDO
- ② Corporate Strategy, Corporate Governance, International Business



Nobuyuki ISAGAWA, Professor

- ① Finance and Accounting Program
- ② Corporate Finance, Valuation, Value-Based Management



Gautam Ray, Professor

- ① i-PM Program
- ② Economic Growth and Development, Public Policy Analysis, Supply Chain Management



Tomoki SEKIGUCHI, Professor

- ① Service and Hospitality Program, KC-CDO
- ② Human Resource Management, Organizational Behavior



Yasuo SUGIYAMA, Professor

- ① Business Leadership Program, Service and Hospitality Program, i-BA Program
- ② Technology/Innovation Management, International Management, Strategic Management



Yoshihiro TOKUGA, Professor

- ① Finance and Accounting Program
- ② International Accounting, Financial Accounting



Yasunaga WAKABAYASHI, Professor

- ① Business Leadership Program, Service and Hospitality Program, Tourism and Hospitality Management Course
- ② Marketing, Distribution, Commerce, Service



Takashi YAMAMOTO, Professor

- ① Project Operations Management Program, i-PM Program
- ② Maintenance of Infrastructure, Construction Materials, Concrete Engineering



Katsuji ISHIHARA, Professor

- ① Project Operations Management Program, Service and Hospitality Program
- ② Environment Management, Public Private Partnership



Hiroto KODA, Professor

- ① Finance and Accounting Program
- ② Financial and Capital Market Regulations/Corporate Finance and Business Strategy/Private Equity/Innovation



William Baber, Associate Professor

- ① i-BA Program, i-PM Program
- ② Business Negotiation, Cross Cultural Management



Kwangmoon KIM, Associate Professor

- ① Project Operations Management Program, i-PM Program
- ② Transport & Regional Economy, Economic Statistics, International Development Planning & Management



Yoshinori HARA, Professor

- ① Service and Hospitality Program, Project Operations Management Program, KC-CDO
- ② Service Innovation, Service Value Creation Management, IT & Knowledge Management



Hiroyuki MATSUI, Professor

- ① Business Leadership Program
- ② Planning Theory, Decision Making Support, Gaming Simulation



Norio SAWABE, Professor

- ① Finance and Accounting Program, i-BA Program
- ② Accounting, Management Accounting, Management Control



Chihiro SUEMATSU, Professor

- ① Business Leadership Program
- ② IT Business, Creative Thinking



Keiichi TODA, Professor

- ① Project Operations Management Program, i-PM Program
- ② River Basin Management, Urban Flood Control, Underground Space Management



Naoki WAKABAYASHI, Professor

- ① Service and Hospitality Program, Tourism and Hospitality Management Course
- ② Organizational Behavior, Human Resource Management, Network Organization



Tadashi YAMADA, Professor

- ① Project Operations Management Program, i-PM Program
- ② Logistics, Transport Planning



Ryo EJIRI, Professor

- ① Project Operations Management Program, Service and Hospitality Program
- ② Business Management, Public Asset Management, Transportation Management Systems



Tadao KIKUCHI, Professor

- ① Service and Hospitality Program
- ② Hospitality Management, Finance



Takashi MITACHI, Professor

- ① Business Leadership Program
- ② Strategy, Value Management and Risk, Leadership



Spring H. Han, Associate Professor

- ① Service and Hospitality Program, KC-CDO
- ② Service Marketing, Hospitality Management



Sayuri KIMOTO, Associate Professor

- ① Project Operations Management Program, i-PM Program
- ② Geoengineering, Geo-Disaster, Energy Problems



Tetsuharu OBA, Associate Professor

- ① Project Operations Management Program, i-PM Program
- ② Urban and Regional Planning



Masahito KATO, Senior Lecturer

- ① Finance and Accounting Program
- ② Corporate Finance, Security Analyst



Ting LIU, Senior Lecturer

- ① i-BA Program
- ② Human Resource Management, Organizational Behavior



Kiyoshi KOBAYASHI, Distinguished Professor (Kyoto University Professor, Emeritus)

- ② Planning/Management



Yoshikazu MAEGAWA, Professor

- ① Service and Hospitality Program, Tourism and Hospitality Management Course
- ② Innovation, Service & Tourism Industry Management, Business Development



Tomihiro WATANABE, Professor

- ① Project Operations Management Program
- ② Port Logistics, Port Planning, Global Logistics



Akiko MURAI, Associate Professor

- ① Service and Hospitality Program
- ② Global Talent Management, Leadership Development, Leadership and Career Coach, Sustainable Development Goals



Masashi OGAWA, Associate Professor

- ① Project Operations Management Program
- ② Port Logistics, Incentive Design



Susumu TAKASE, Assistant Professor

- ② Entrepreneurship, Academic Entrepreneurship, Organizational Behavior



Hisashi MASUDA, Senior Lecturer

- ① Service and Hospitality Program
- ② Service Science, Marketing Research, Service Engineering



Masao ARAKI, Adjunct Professor

- ② Project Finance, International Finance



Takeshi HONDA, Adjunct Professor

- ② Urban Planning



Yutaka YAMAUCHI, Associate Professor

- ① Service and Hospitality Program, i-BA Program
- ② Organization Theory, Ethnography, Ethnomethodology



Satoshi SHIMADA, Senior Lecturer

- ① Service and Hospitality Program
- ② Service Engineering, Serviceology



Hidetaka KAWAKITA, Distinguished Professor (Kyoto University Professor, Emeritus)

- ② Securities Investment Theory, Securities Market Analysis, Financial Market Design



Tetsuo FUJITA, Professor

- ② Strategic Management of Information Technology, Innovation



Takashi TAMAKOSHI, Professor

- ① Project Operations Management Program
- ② Bridge Engineering, Maintenance Engineering



Yasushi YOSHIDA, Professor

- ① Project Operations Management Program
- ② Community Development, Urban Planning, Urban Policy



Keiji MURAKAMI, Associate Professor

- ① Project Operations Management Program
- ② Risk Management, Strategic Management, Marketing



Chiaki ITO, Assistant Professor

- ② Entrepreneurship and Management, Corporate Governance and Business Ethics, Interview and Dialogue



Emi Doyle, Senior Lecturer

- ② International development, Infrastructure Project (Planning and Management)



Yasuhiro AKAKURA, Adjunct Professor

- ② Global Logistics, Port Planning, Logistics Risk Management



Osamu FUJIKI, Adjunct Professor

- ② Asset Management, Policy for International Standardization, Environmental and Sanitary Engineering



Toyohito IKEDA, Adjunct Professor

- ② Civil Engineering

 Keiji IMAJO, Adjunct Professor  
 2 Venture Finance, New Business Development, Business Strategy

 Hideki IWAKI, Adjunct Professor  
 2 Mathematical Finance, Financial Engineering

 Yasuyuki KATO, Adjunct Professor  
 2 Financial Engineering, Investment Theory

 Toichi KIMURA, Adjunct Professor  
 2 Corporate Management, Business Creation, Human Resources Development

 Goro KUMAGAI, Adjunct Professor  
 2 Financial and Capital Market Theory, Investment Theory, Corporate Finance

 Jun MITARAI, Adjunct Professor  
 2 City and Town Management, City Planning, Landscape Institution, Urban Greenery

 Kaoru NAGATA, Adjunct Professor  
 2 Project Finance, International Finance, Public-Private Partnerships

 Noriko OKADA, Adjunct Professor  
 2 Investor Relations and Corporate Communication

 Ichiro OTA, Adjunct Professor  
 2 Corporate Finance, Management Strategy, M&A, Turnaround

 Katsumi SEKI, Adjunct Professor  
 2 Civil Engineering

 Hajime TAKEBAYASHI, Adjunct Professor  
 2 Business Model Marketing, Motivation Management

 Yuji TSUTSUI, Adjunct Professor  
 2 Urban Planning

 Kazuya ISHIO, Adjunct Professor  
 2 Service Innovation, Strategic Management

 Hideaki IZUMI, Adjunct Professor  
 2 Innovation Management, Technology Strategy

 Hirotaka KAWANO, Adjunct Professor (Kyoto University Professor, Emeritus)  
 2 Operation and Maintenance of Infrastructure

 Yuji KIMURA, Adjunct Professor  
 2 Buyout, Private Equity, Business Management, M&A

 Okihiro MARUTA, Adjunct Professor  
 2 Management Accounting

 Masafumi MIYATA, Adjunct Professor  
 2 Port Engineering, Reliability-Based Design, Technical Standard

 Takehiko NAGUMO, Adjunct Professor  
 2 Strategic Management, Management Control, Management Accounting, Data Management

 Kenji ONO, Adjunct Professor  
 2 Emergency Relief Logistics, Business Continuity Management, Supply Chain Management

 Nobuo SAYAMA, Adjunct Professor  
 2 M&A, Buyout, Management, Bankruptcy

 Masayuki TAKADA, Adjunct Professor  
 2 Port Policy, Industrial Competitiveness

 Hirokazu TSUKAHARA, Adjunct Professor  
 2 Civil Engineering

 Kunihiro YAMADA, Adjunct Professor  
 2 Civil Engineering

 Masashi YAMADA, Adjunct Professor  
 2 Valuation, Equity Valuation, Finance

 Daisuke ASAOKA, Adjunct Associate Professor  
 2 Corporate Finance, M&A, Corporate Governance

 Shuichi KAMATA, Adjunct Associate Professor  
 2 Urban Planning, Urban Development, Urban Environment and Energy

 Takeshi TAKENAKA, Adjunct Associate Professor  
 2 Service Engineering, Cognitive Psychology, Data Mining

 Ryoko UEDA, Adjunct Associate Professor  
 2 Corporate Governance, Capital Market, Company Law

 Hitomi GODO, Adjunct Professor  
 2 Civil Engineering

 Daniel Hjorth, Adjunct Professor  
 2 Entrepreneurship, Management Philosophy, Organization Theory, Creativity and Innovation, Aesthetics and Organization

 Munetaka HORIGUCHI, Adjunct Professor  
 2 Project Finance(PF), Infrastructure and finance, International Finance Transaction and Laws

 Senko IKENOBO, Adjunct Professor  
 2 Ikebana (Japanese Flower Arranging)

 Satoshi IWAO, Adjunct Professor  
 2 Hospital Management, Health Care Management, Home Health Care, Epidemiology, Gerontology

 Sachiko KUNO, Adjunct Professor  
 2 Drug Discovery, Entrepreneurship, Social Entrepreneurial Ecosystem, Global Leadership Development

 Yasunari MATSUURA, Adjunct Professor  
 2 Global business leader development / Strategy

 Kazuya AOKI, Adjunct Associate Professor  
 2 Infrastructure Management

 Maki FUKAMI, Adjunct Associate Professor  
 2 Emergency Management, Organization Theory, Human Resource Development

 Shotaro MINAMI, Adjunct Associate Professor  
 2 Asset Management, Quantitative Investing, Engagement Investing, Artificial Intelligence Finance

 Yousuke TSUTSUMI, Adjunct Associate Professor  
 2 Community Development, Urban Planning

 Raphael Cheminat, Adjunct Professor  
 2 Banking and Finance, Strategic Management, International Management

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

 Robin Holt, Adjunct Professor  
 2 Strategy and Organization, Ethics and Aesthetics, Entrepreneurial Activity, Craft-Based Production

 Fumio HOSHI, Adjunct Professor  
 2 Project Finance, International Mega Projects

 Takashi INOUE, Adjunct Professor  
 2 Public Relations

 Yoshihiro KAWAI, Adjunct Professor  
 2 International Management, Finance, Public Policies, Leadership

 Shigeru MATSUMOTO, Adjunct Professor  
 2 M&A, Business Analysis

 Takeo MORI, Adjunct Professor  
 2 Public Private Partnership



Shusai NAGAI, Adjunct Professor

② Corporate Finance, Corporate Governance, Management Accounting, Management Control, Banking



Shouich NAKATANI, Adjunct Professor

② Infrastructure Management, Bridge Construction Engineering



Junji NISHIDA, Adjunct Professor

② Traffic Management, Information System / IoT, Business Creation, Community Design, Smart City



Toshihiko OMOTO, Adjunct Professor

② Contract Management, Dispute Resolution



Takeshi SHIBASAKI, Adjunct Professor

② Securities Market, Finance, Banking and Financial System



Keiichi TAMURA, Adjunct Professor

② Infrastructure Management, Earthquake Engineering



Makoto USUI, Adjunct Professor

① Service and Hospitality Program  
② Service Innovation, Management of Technology, Practical Use of IT



Mitsuyo YAMAMOTO, Adjunct Professor

② General Management, Leadership, Corporate Strategy and Business Strategy, Corporate Succession and Change Management



D. Teddy Zhang, Adjunct Professor

② Global hospitality investment, Private Equity, Entrepreneurship, Business leadership



Hajime WATANABE, Adjunct Senior Lecturer

② International Infrastructure Development (Disaster Management, Water Resources Management)



Takahisa NISHIWAKI, Teaching Professional

② Management Strategy, Management Accounting



Yukio NAKAJIMA, Adjunct Professor

② Financial Management, Corporate Strategy, Investor Relations



Sumie NAKAYAMA, Adjunct Professor

② Energy model analysis, Climate policy



Mahito NOGUCHI, Adjunct Professor

② Valuation, Equity Valuation, Finance



AAhad M.Osman-Gani, Adjunct Professor

② Human Resource Development (HRD), International Management



Toru SHIKIBU, Adjunct Professor

② International Financial Policy, International Financial Supervision, International Development



Chiaki TANUMA, Adjunct Professor

② Hospitality Management



Hidetoshi YAMAJI, Adjunct Professor

② Experimental Accounting



Shigeru YOSHINAGA, Adjunct Professor

② Accounting for SMEs



Reona ONOUE, Adjunct Associate Professor

② Public Relations, Mass Media, Journalism, Crisis Management, Lobbying



Toshihiro UENO, Adjunct Senior Lecturer

② Regional Economics, Regional industrial system, Small Business Management, Regional Policy



Emi TOHYAMA, Teaching Professional

② Linguistics, Cross-cultural communication

## Department of Business Administration, Graduate School of Management, Kyoto University

Establishment: April 2006

Student Capacity: 100 students per year (200 students in total)

Degree: MBA / Master of Business Administration

## Department of Management Science, Graduate School of Management, Kyoto University

Establishment: April 2016

Student Capacity: 7 students per year (21 students in total)

Degree: Doctor of Philosophy in Management Science

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

Ranked #1 Business School  
in Western Japan  
for three consecutive years  
(since 2012)  
by the Nikkei Journal

1<sup>st</sup>

Most Nobel laureates  
university in Asia

