

# Activities of the Graduate School of Management (GSM)

Graduate School of Management (GSM),  
 Kyoto University, Japan  
 Professor Norio Sawabe,  
 Dean

31<sup>st</sup> October, 2023

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2. The GSM's characteristics
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## I. The GSM History

## The GSM History

### • Mission



Established in April 2006 as a Professional Graduate School

#### Master Course

Degree:  
Master of Business Administration

Student Capacity per year: 100 (200 in total)

Class Hours:  
Weekdays, Daytime

#### Ph.D. Course

Degree:  
Doctor of Philosophy in Management Science

Student Capacity per year: 7 (21 in total)

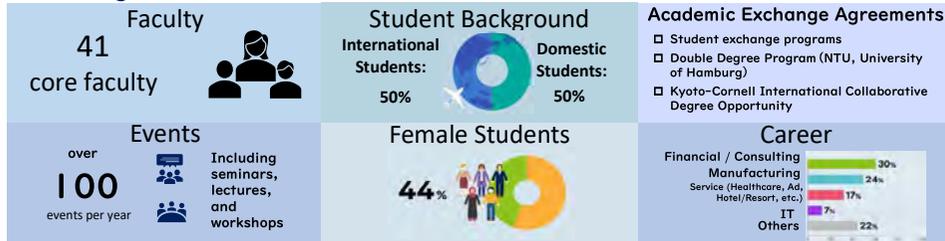


# High quality students accepted every year

- GMAT score averages of students accepted to the i-BA program and KC-CDO program consistently over 620 (highest score: 770 in AY2023)
- Maintained a low acceptance rate while also maintaining a high enrollment rate (Japanese programs: average rates 0.27 and 0.97 respectively, English programs: average rates 0.29 and 0.83 respectively, for students accepted in AY2019 to AY2023).

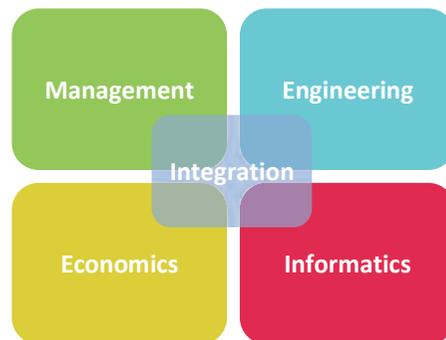


GSM at a glance ※MBA Students, as of July, 2023



## 2. The GSM's characteristics

## The GSM's characteristics



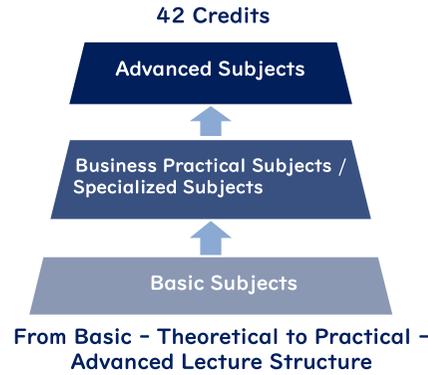
## 6 Programs and 3 Courses for Master Course provided by the GSM



# Support for students by GSM faculty



Supervisors and Workshop Advisors



# International Exchanges

38 partner schools in 19 countries as of May, 2023

**Europe**

- Turkey**
  - Koc University
  - Ezmir University of Economics
- Germany**
  - Technical University of Munich
  - University of Hamburg
  - University of Tuebingen
- France**
  - EMLYON Business School
  - HEC Paris
  - Grenoble Ecole de Management
- Belgium**
  - Solvay Brussels School of Economics and Management (ULB)
- Portugal**
  - Nova University Lisbon
- Denmark**
  - Copenhagen Business School

**Asia**

- Thailand**
  - Chulalongkorn University
- Taiwan**
  - National Taiwan University
  - National Chengchi University
  - National Yang Ming Chiao Tung University
- Vietnam**
  - University of Transport and Communications
  - Foreign Trade University
  - Directorate for Roads of Vietnam under the Ministry of Transport of Vietnam
- Singapore**
  - Singapore Management University

**North America**

- USA**
  - Cornell University
  - University of South Carolina
  - Wiltonova University

**Other Regions**

- China**
  - Peking University
- India**
  - Indian Institute of Management Calcutta
  - Indian Institute of Management Bangalore
  - Indian Institute of Management Ahmedabad
- S. Korea**
  - Pusan National University
  - Seoul National University
  - Graduate School of Business
  - Seoul National University Graduate School of Data
- Philippines**
  - Ateneo de Manila University
- Indonesia**
  - University of Indonesia
- Laos**
  - National University of Laos
- Cambodia**
  - The Royal University of Phnom Penh
- Kyrgyz Republic**
  - The Academy of Public Administration under the President of The Kyrgyz Republic

# The GSM's research themes

- Development of New Education Program

Integrated Hospitality/ Service/ Tourism Management

- Unique Subjects

Urban / Regional Management Logistic / Infrastructure Management

- Main Stream of MBA

Organizational Behavior / Accounting / Finance Human Resource Development / Usage of Data-base

## Examples of Grants-in-Aid for Scientific Research

- Empirical research on the design and implementation of management control systems and their effects, Grant-in-Aid for Scientific Research (B), Principal Investigator: Professor Norio SAWABE
- A Multi-Level Approach to Paradoxical Management in Organizations, Grant-in-Aid for Scientific Research (B), Principal Investigator: Professor Tomoki SEKIGUCHI
- Qualitative comparative study of the micro-foundations of the complex life cycle of entrepreneurial ecosystems, Grant-in-Aid for Scientific Research (B), Principal Investigator: Professor Jin-ichiro YAMADA
- Evolution of Cash Holding among Listed Companies in Japan, Grant-in-Aid for Scientific Research (C), Principal Investigator: Associate Professor Kazuo YAMADA
- Risk management through portfolio optimization of resource and non-resource businesses in companies, Grant-in-Aid for Early-Career Scientists, Principal Investigator: Associate Professor Keiji MURAKAMI
- The Physical and Virtual Global Employee Mobility within Multinational Companies: A Technology Affordance Perspective, Grant-in-Aid for Early-Career Scientists, Principal Investigator: Senior Lecturer Ting LIU
- The politicization of traditional consumption in Asia, Grant-in-Aid for Early-Career Scientists, Principal Investigator: Senior Lecturer I-Chieh Michelle YANG
- Rethinking the concept of entrepreneurship: A qualitative analysis of LGBTQ entrepreneurial activities, Early-Career Scientists, Principal Investigator: Assistant Professor Junya YANAGI
- A Study of Business Portfolio Transformation by Diversified Firms: A Strategic Tradeoff Perspective, Grant-in-Aid for Scientific Research (A), Co-Investigators: Professor Tomoki SEKIGUCHI, Professor Jin-ichiro YAMADA, Professor Asli M. COLPAN, Professor Naoki WAKABAYASHI, Professor Norio SAWABE, Professor Nobuyuki ISAGAWA

# Stakeholders supporting the GSM

(As of October, 2023)

## Endowed Chairs

- Mizuho Securities Endowment (Corporate Finance & Capital Markets)
- City and Town Management by Public-Private Partnerships
- Integrated Port Logistics Chair
- Road Asset Management Policy Chair
- Management Accounting Endowment Research Center (Japan Institute of Management Accounting Professionals)
- Philosophical Entrepreneurship Studies
- Global Social Entrepreneurship
- Sysmex Endowed Chair
- International Mega Infrastructure Management Policy Chair
- Integrated Hospitality (Green House) Endowed Chairs
- Plutus Consulting
- Private Equity (Polaris Capital Group) Endowment
- Art, Communications Design and Organizational Management
- SHIFT Endowed Chair
- Brain Healthcare Business Ecosystem
- Green Entrepreneurship Studies

## Executive Education Programs

- Asia Business Leader Project
- Senior Management Accounting Professional Program
- Kyoto Creative Assemblage
- Women's Executive Leadership Program

## Visiting Lectures

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

## Collaborative Research Chairs

- Collaborative Research Chair for Asian Business Leader Development
- Practice of Informatics for Business Chair
- Collaborative Research Chair for Paradoxical Leadership



# Employment and Career Opportunities after Graduation



## 3. Current Challenges

## Current Challenges

### 1. The Dean's term of office

- Comments from EFMD regarding the 2-year term of the Dean
- After stepping down, the former Dean continues to be a member of the Planning Committee, thus ensuring continuous and stable strategic planning and implementation, regardless of the Dean's turnover

### 2. Discussion of increasing international advisory board members

- Comments from EFMD regarding the increase of international advisory board members for more diversity
- Discussions are necessary regarding the operation of advisory board meetings

# Overview of Research in the GSM

Graduate School of Management (GSM),  
Kyoto University, Japan

Professor Naoki Wakabayashi,

Director of the Center for Research in  
Business Administration

31<sup>st</sup> October, 2023

## Research Activities

- New collaborative projects between industry, government, and academia have emerged in response to the need for interdisciplinary research to achieve the SDGs.
  - Examples: Integrated Port Logistics Chair, Green Entrepreneurship Studies
- The number of articles published and Grants-in-Aid for Scientific Research adopted is very high for the number of faculty, and is progressing steadily.
- The Center for Research in Business Administration promotes research collaboration between industry, government, and academia, and to give back the results from such research to society through lectures and seminars.

## Examples of internationally co-authored academic articles

- Froese, F. J., Shen, J., Sekiguchi, T., & Davies, S. (2020). Liability of Asianness? Global talent management challenges of Chinese, Japanese, and Korean multinationals. *Human Resource Management Review*, 30(4), 100776.
- Adachi, T., & Tremblay, M. J. (2020). Business-to-business bargaining in two-sided markets. *European Economic Review*, 130, 103591.
- Bader, A. K., Bader, B., Froese, F. J., & Sekiguchi, T. (2021). One way or another? An international comparison of expatriate performance management in multinational companies. *Human Resource Management*, 60(5), 737-752.
- Lee, J.Y., Colpan, A.M., Ryu, Y.S., & Sekiguchi, T. (2022). What do we know about the internationalization of Asian business groups? A systematic review and future research agenda. *Asian Business & Management*, 21, 802-830.
- Yoshikawa, T., Requejo, I., Colpan, A. M., & Uchida, D. (2022). Conflict or alignment? The role of return-oriented foreign shareholders and domestic relational shareholders in mitigating earnings management. *Strategic Organization*.
- Monden, A., & Zenryo, Y. (2022). Consumer rebates from e-commerce platforms and multichannel management of third-party sellers. *Managerial and Decision Economics*, 43(7), 3059-3071.
- Tremblay, M. J., Adachi, T., & Sato, S. (2023). Cournot platform competition with mixed-homing. *International Journal of Industrial Organization*.
- Cuervo-Cazurra, A., & Colpan, A. M. (2023). Owners' nonfinancial objectives and the diversification and internationalization of business groups. *Corporate Governance: An International Review*, 1-23.
- Yang, IC. M., & Kirillova, K. (2023). A healing touch: Understanding the 'culture of hospitality' in chiropractic clinics. *International Journal of Hospitality Management*.
- Ghosh, D., Gonzalez, G., & Sekiguchi, T. (2023). Different feathers embedding together: integrating diversity and organizational embeddedness. *Journal of Management Studies*.

## Development and Innovation

- The following are examples of research areas that have developed from the perspective of the SDGs:  
resilience, green entrepreneurship, digital transformation and modernization in hospitality, art and management



# International Features of Research and Development

- Distinctive research that feature the SDGs
- Management of social infrastructure
- New projects such as the Green Entrepreneurship Studies
- Research topics such as social resilience, VUCA (Volatility, Uncertainty, Complexity, Ambiguity), and leadership
- Collaboration with international researchers
- Paper Development Workshops with organizations such as Academy of Management, and European Group for Organizational Studies (EGOS)
- Reinvigorate visits by international researchers and collaborative research

# Ethics, Responsibility, and Sustainability

- Developing research in tune with today's sustainable growth
  - Social infrastructure management
  - Waste management
  - Resilience research
  - Humanity, art and business
- A structure to further develop research ethics
  - Enhanced review by the Research Ethics Committee
  - Implementation of training on research ethics at the university level



# Connections Between Research and Development and the World of Practice

- Promoting research collaboration between industry, government, and academia at the Center for Research in Business Administration
  - Establishing new endowed chairs and research projects through collaboration between industry, government, and academia
- Giving back the results to society (through lectures and seminars for working professionals)
  - Developing various courses with the Kyoto Business Research Center (KBRC) and Kyoto University Original Company Limited
- Developing faculty research through collaboration between industry, government, and academia
  - Research projects in ESG, new entrepreneurship, the resilience of society and leaders, revitalization of the hospitality industry, and many more

# Activities of the Center for Research in Business Administration



Naoki  
WAKABAYASHI  
(Professor,  
Director of  
the Center for  
Research in  
Business  
Administration)



Norio  
SAWABE  
(Professor,  
Dean of the GSM)



Tadashi  
YAMADA  
(Professor,  
Vice-Dean)



Takanori  
ADACHI  
(Professor,  
Chief of  
Business  
Leadership  
Program)



Yoshikazu  
MAEGAWA  
(Professor)

# Purpose

- The Center for Research in Business Administration analyzes and elucidates the diverse and complex management phenomena by promoting research that provides solutions to innovate business and society and give back those results to realize a harmonious development of the economy, society, and business. Therefore, we are working to converge and develop specialized knowledge in various fields of the GSM such as business administration, economics, engineering, and informatics.

# Main Mission

1. Promote collaboration between industry, government, and academia and interdisciplinary research on business issues
  - Promote research related to the harmonious development of the economy, business, and society
  - Promote interdisciplinary research in collaboration with industry, government, and academia
2. Research on business models and management that contribute to solving economic and social issues of today
  - Promote international research on evolution of business models
  - Promote management research on the development and management of social infrastructure
  - Research on management methods that contributes to the achievement of the SDGs
3. Research and development of unique recurrent education programs for working adults
4. Research and business development projects that contribute to regional revitalization
5. Share the GSM's research findings with the community and give back to society
6. Study business-related research and education (R&E) infrastructure and also develop our own resources

## Actions of FY2023 - 1

1. Promote collaboration between industry, government, and academia and interdisciplinary research on business issues
  - 16 endowed chairs
  - 3 industry-academia collaboration chairs
  - 8-10 industry-academia collaborative research projects per year
2. Research on business models and management that contribute to solving economic and social issues of today
  - Number of Grants-in-Aid for Scientific Research projects adopted (FY2023): 55
  - Cumulative research publications: 1693 articles, 241 books (30 full-time faculty members)
3. Research and development of unique recurrent education programs for working adults
  - Courses for working adults provided by the GSM: 6 courses
  - Recurrent education programs developed and provided by the Center for Research in Business Administration: 4 courses
  - Business Frontier Seminars of the Center for Research in Business Administration: 8 seminars



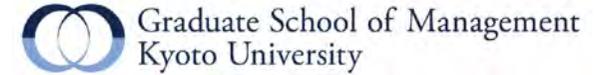
## Actions of FY2023 - 2

4. Research and business development projects that contribute to regional revitalization
  - Number of cooperative agreements with various regions and local organizations: 14
  - Number of related local collaborative projects: 3 (Kyoto Tourism Federation, Amakusa City, Asuka Village, etc.)
5. Share the GSM's research findings with the community and give back to society
  - Number of working papers: 29
  - Number of academic reports: 13
  - Online courses and symposiums for working people provided: programs with Nikkei Business School, and many more
6. Study business-related research and education (R&E) infrastructure and also develop our own resources
  - Utilization of Kyoto University's information databases: EBSCO Host, JSTOR, Discovery
  - Financial information database: Nikkei Financial Quest
  - Educational Database of Harvard Business School Press
  - Economic newspaper article database: Nikkei Telecom



# Self-evaluation for FY2023

1. **Promote collaboration between industry, government, and academia and interdisciplinary research on business issues**
  - This has been partly achieved
  - Collaborative projects between industry, government, and academia have further enhanced
2. **Research on business models and management**
  - Grants-in-Aid for Scientific Research have been adopted
  - International research article publications have increased
3. **Research and development of unique recurrent education programs for working adults**
  - We provided various recurrent education programs, which have been well-received
4. **Research and business development projects that contribute to regional revitalization**
  - We worked together with local governments and organizations
5. **Share the GSM's research findings with the community and give back to society**
  - We conducted seminars both in person and online
6. **Study business-related research and education (R&E) infrastructure and also develop our own resources**
  - Current challenges : Securing and strengthening financial and business-related databases



# Educational Activities

Graduate School of Management (GSM),  
Kyoto University, Japan

Professor Tadashi Yamada,

Vice Dean, Chair of the Academic Affairs Committee

31<sup>st</sup> October, 2023

## Mission and Basic Approach of GSM

### Mission

- To nurture **originality** and **decision-making capabilities** in professionals so that they can **become leaders** contributing to the **diverse and harmonious development of society**
- To develop an **educational system** that bridges the **latest research in management** and **advanced and specialized business practices**

### Basic Approach

1. **Creating a research and educational environment** in cooperation with **industries and government**, taking into account the **tradition of Kyoto University** that places an importance on the **autonomous and independent spirit** and **critical discussions**
2. **Accepting** individuals with **diverse backgrounds** and producing highly specialized professionals in **various fields**
3. **Fulfilling the role of becoming a base** for original research and education as a university in the **global society**

## Curriculum Policy

1. **Curriculum:** organized to master broad **foundational** management knowledge as well as **specialized** knowledge and **practical** skills by learning from the **basic subjects** through the **specialized and business practice subjects** up to the **advanced subjects**.
2. **Evaluation:** based on a **relative performance** evaluation method, including a descriptive **examination** to evaluate students' understanding of basic knowledge and their **participation** in class discussions to measure their achievement of applied learning skills. Furthermore, **practical skills** are evaluated through their actions in **workshops**. The details of evaluation for each class are explained in **syllabi**.
3. **Educational Programs:** corresponds to **specific disciplinary/professional areas**. Each **program** sets clear study **goal(s)** and a **curriculum** specifically designed for it. As management/business challenges have become global in nature, the students in the **programs taught in Japanese** are also required to take a certain number of **classes taught in English**.

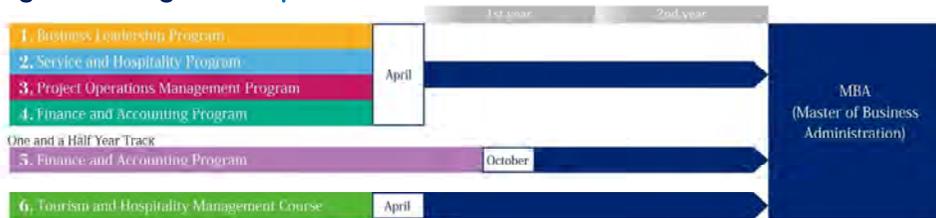
## Diploma Policy

The GSM **grants the MBA** to students who have **gained the knowledge and skills described below** by meeting the **requirements** regarding the **term of enrollment, classes taken, and the number of credits**.

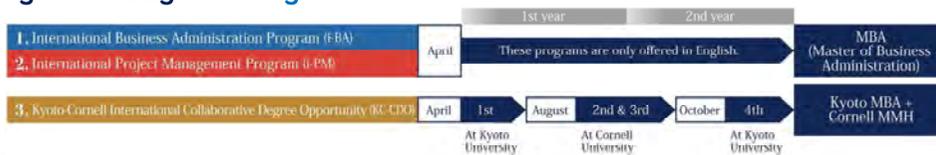
- (1) Comprehensive **basic knowledge** of management
- (2) **High level of knowledge** as professionals
- (3) Ability to **logically think** and **practical skills** to apply the **knowledge to business**
- (4) High **ethics** standard and strong sense of **responsibility** as professionals.

# MBA Programs

## Programs taught in Japanese



## Programs taught in English



# Business Leadership Program

- We foster management personnel who can merge **theory and practice** to establish **strong leadership** and realize **strategic advantages** in an increasingly competitive global environment.
- **Basic Subjects** (16 credits, 10 or more from the subjects specified)  
Course examples: Microeconomics, Organizational behavior, Strategic Management, Marketing, Accounting
- **Specialized Subjects** (14 credits, 8 or more from the subjects specified)  
Course examples: Strategic Management : Case Analysis, Human Resource Management, Study on the Leadership, Business Ethics, Firms & Industrial Organization in Japan, Public Relations, Business Development, Women in Leadership
- **Business Practice Subjects** (8 credits, 4 or more from the subjects specified)  
Course examples: Practical M&A, Frontiers in Corporate Finance, Value Management : Strategy, Risk, and Finance, Turnaround Management, Corporate finance and Business Strategy
- **Advanced Subjects** (minimum 4 credits) : **Workshop I & II**

# Service and Hospitality Program

- We foster management personnel who can **design and manage innovative services and hospitalities** as well as can co-create unique value in society that addresses this need.
- **Basic Subjects** (16 credits, 10 or more from the subjects specified)  
Course examples: Organizational behavior, Strategic Management, Marketing, Accounting, Statistics
- **Specialized Subjects** (14 credits, 8 or more from the subjects specified)  
Course examples: Human Resource Management, Business Ethics, Service Innovation Management, Service Accounting, Public Relations, Service Modeling & Applying Strategy, Method for Service Creation, Business Modeling and Design, Omotenashi Management, Global Tourism & Hospitality Management
- **Business Practice Subjects** (8 credits, 4 or more from the subjects specified)  
Course examples: Global Logistics - Strategy and Practice, Business Consulting Practice, Town and City Management, Sustainable Tourism Asset and Resources in Kyoto, Performing arts and Communication Design
- **Advanced Subjects** (minimum 4 credits) : **Workshop I & II**

# Project Operations Management Program

- We foster project managers with an international focus and **various management skills** who will work on **large-scale projects on infrastructure** and **manufacturing** as well as on **new technologies** and information system development.
- **Basic Subjects** (16 credits, 10 or more from the subjects specified)  
Course examples: Microeconomics, Strategic Management, Accounting, Statistics, Project Management
- **Specialized Subjects** (14 credits, 8 or more from the subjects specified)  
Course examples: Overseas Project Management Seminar, Fundamental IO Analysis of Economics & Management, Business Ethics, Public Relations, Business Development in Energy
- **Business Practice Subjects** (8 credits, 4 or more from the subjects specified)  
Course examples: Infrastructure Accounting, Sustainable Environmental Management, Disaster Prevention & Recovery Management, Maintenance & Management of Infrastructure, Global Logistics - Strategy and Practice, Project Finance, Risk Management & Finance, Town and City Management, Investment Bank : Theories and Business Practices, Investment Strategy and Risk Management
- **Advanced Subjects** (minimum 4 credits) : **Workshop I & II**

## Finance and Accounting Program

- We foster professionals who have **high expertise** in **finance and accounting** such as **CPAs** with sophisticated financial knowledge and **fund managers** with excellent accounting expertise.
- **Basic Subjects (16 credits, 10 or more from the subjects specified)**  
Course examples: Microeconomics, Strategic Management, Accounting, Finance, Statistics
- **Specialized Subjects (14 credits, 8 or more from the subjects specified)**  
Course examples: Investments, Financial Management, Financial Engineering, Corporate Law, Strategic Management : Case Analysis, Mathematical Finance, Financial Accounting, Management Accounting, Optimization, Econometrics, Human Resource Management, Portfolio Theory and Asset Management, Business Ethics, Service Accounting, International Accounting, Public Relations, Public Sector Accounting, Valuation Theory of Derivatives, Accounting
- **Business Practice Subjects (8 credits, 4 or more from the subjects specified)**  
Course examples: Practical M&A, Frontiers in Corporate Finance, Auditing, Value Management : Strategy, Risk, and Finance, Corporate finance and Business Strategy
- **Advanced Subjects (minimum 4 credits) : Workshop I & II**

## 1.5-year course (Finance and Accounting Program)

- This course is designed for those who **already work as qualified finance and accounting professionals** and can be completed in 1.5 years.
  - ✓ **Basic Subjects (6 credits)**
  - ✓ **Specialized Subjects (20 credits, 8 or more from the subjects specified)**
  - ✓ **Business Practice Subjects (8 credits, 4 or more from the subjects specified)**
  - ✓ **Advanced Subjects (minimum 4 credits) : Workshop I & II**

## Tourism and Hospitality Management Course

- We foster professionals who will contribute to **destination management** based on professional knowledge of **tourism science**.
- **Basic Subjects (12 credits, 10 or more from the subjects specified)**  
Course examples: Organizational behavior, Strategic Management, Marketing, Accounting, Statistics
- **Specialized Subjects (18 credits, 6 or more from the subjects specified)**  
Course examples: Human Resource Management, Business Ethics, Service Innovation Management, Service Accounting, Public Relations, Service Modeling & Applying Strategy, Method for Service Creation, Business Modeling and Design, Omotenashi Management, Global Tourism & Hospitality Management, Women in Leadership
- **Business Practice Subjects (8 credits, 4 or more from the subjects specified)**  
Course examples: Business Consulting Practice, Town and City Management, Destination Management, Resilient Hospitality Management, AI and Hospitality, Practical Exercises in Art and Communication Design
- **Advanced Subjects (minimum 4 credits) : Workshop I & II**

## International Business Administration Program (i-BA)

- This program offers an education in **English** to expertise in **business leadership, service & hospitality, and finance & accounting**.
- **Basic Subjects (16 credits)**  
Course examples: Microeconomics, Macroeconomics, Strategic Management, Marketing, Accounting, Business Negotiation, Human Resource Management, Governance and Ethics, Corporate Finance and Capital Markets
- **Specialized Subjects (14 credits, 10 or more from the subjects specified)**  
Course examples: Behavioral Finance, International Accounting, Business Modeling and Design, Global Tourism & Hospitality Management, Business Development, Fundamental IO Analysis of Economics & Management, Consumer Culture, Organization Theory, Research Design, Service Marketing, Firms & Industrial Organization in Japan, Business Analysis and Valuation
- **Business Practice Subjects (8 credits, 6 or more from the subjects specified)**  
Course examples: Resilient Hospitality Management, AI and Hospitality, Advanced Topics in Negotiation, Project Finance, Global Social Entrepreneurship and Leadership Style, Business Model Innovation and Development, Turnaround Management
- **Advanced Subjects (minimum 4 credits) : Workshop I & II**

## International Project Management Program (i-PM)

- This program offers an education **in English** to expertise in **project operations management on large-scale project on infrastructure and manufacturing.**
- **Basic Subjects (16 credits)**  
Course examples: Microeconomics, Macroeconomics, Strategic Management, Marketing, Accounting, Business Negotiation, Human Resource Management, Governance and Ethics, Project Management
- **Specialized Subjects (14 credits, 10 or more from the subjects specified)**  
Course examples: International Accounting, Business Modeling and Design, Business Development, Fundamental IO Analysis of Economics & Management, Organization Behavior, Firms & Industrial Organization in Japan, Business Analysis and Valuation, Leadership Development
- **Business Practice Subjects (8 credits, 6 or more from the subjects specified)**  
Course examples: Resilient Hospitality Management, Advanced Topics in Negotiation, Project Finance, Global Social Entrepreneurship and Leadership Style, Business Model Innovation and Development, Turnaround Management, Maintenance & Management of Infrastructure, Disaster Prevention & Recovery Management
- **Advanced Subjects (minimum 4 credits) : Workshop I & II**

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

GSM in partnership with Cornell University SC Johnson College of Business Nolan Hotel School: **Double degrees (MBA/MMH) in 2 years**

- **MBA (Master of Business Administration) at Kyoto University**
  - **MMH (Master of Management in Hospitality) at Cornell University**
- ✓ Applicants need to apply and go through the procedures separately for each school.  
✓ Tuitions to be paid to each school on a semester basis.



## Regarding the Curriculum and Courses

- **Study Year Regulation:** Students are allowed to **only be in the same year of study for 2 years.** A student may not take more than a total of 3 years of leave.
- **Completion Requirements:** Students must **attend for at least 2 years** (not counting any leaves from study) and **complete a total of 42 credits.**
- **Requirements to Advance to the Second Year:** Students must complete a minimum of **16 credits in basic and specialized subjects**, including at least **10 credits in basic subjects.**
- **Upper Limit for Subjects to Take:** Students are allowed to take up to **18 credits for Programs taught in English and 24 credits in Japanese per semester .**
- **Point System:** Students must acquire at least **20 points** by attending or presenting at **special lectures, related research meetings, academic conference, overseas study, internships, etc.**
- **Supervisors:** In order to address the specific curriculum needs of each student based on their individual knowledge, abilities and future aspirations, each student is assigned a supervisor who will **assist them in their studies.**

## Program reorganization (towards AY2025)

- To merge **i-BA** and **i-PM** programs **to one** international program (Concentration of **i-GSM**)
- To merge **Tourism and Hospitality Management Course into Service and Hospitality Program** (Concentration of Service and Hospitality ).





# Promoting Internationalization

Graduate School of Management (GSM),  
Kyoto University, Japan

Professor Asli. M Colpan,

Chair of the International Relations Committee

31<sup>st</sup> October, 2023

## MBA Programs at Kyoto University

### Programs taught in Japanese



### Programs taught in English



## Admission Policy

Our mission and policies expect that eligible candidates possess the following characteristics.

- (1) Individuals who have a **strong will** to work on the complex issues that current management is facing with theoretically, practically and ethically.
- (2) Individuals who **work hard and encourage each other** in the classes of GSM. They should possess intellectual curiosity and social role consciousness.
- (3) Individuals who **have basic knowledge in management science** and broad knowledge in general and can apply knowledge and skills to the real setting.

## Faculty Members



Norio SAWABE  
(Professor/Dean of the GSM)



Asli M. COLPAN  
(Professor/  
Chief of i-BA )



Yutaka ICHIKAWA  
(Professor/  
Chief of i-PM )

# Students-1 (GSM)

## Student Profile of 2023



### ◆ Acceptance rate of MBA students entering in each academic year:

- 108 passed / 400 applicants (2023)
- 114 passed / 441 applicants (2022)
- 111 passed / 438 applicants (2021)

### ◆ Acceptance rate of Ph.D students entering in each academic year:

- 7 passed / 16 applicants (2023)
- 6 passed / 14 applicants (2022)
- 7 passed / 15 applicants (2021)

# Students-2 (i-BA and i-PM Programs)

## ◆ Acceptance rate of International programs (i-BA+i-PM):

28 passed / 105 applicants (2023)  
36 passed / 111 applicants (2022)  
33 passed / 114 applicants (2021)

	i-BA	i-PM
Male students	15	14
Female Students	12	14
International Students	27	28
Total	27	28

Regions	Number of students
East Asia	35
Other Asian, Middle Eastern and Oceanic regions	12
Europe	4
North and South America	3
Total	55

## i-BA and i-PM Program

- Study Period  
April 2023 ~ March 2025 (Two years)
- Enrollment Capacity  
10 Students for i-BA / 10 Students for i-PM
- Academic Degrees  
MBA (Master of Business Administration at Kyoto University-Graduate School of Management)
- Tuition Fee and Admission Fee  
535,800 Yen / 2 semesters (One year)  
282,000 Yen (All students need to pay once enrollment)



## Differences between the i-BA and i-PM Program

- International Business Administration Program (i-BA)

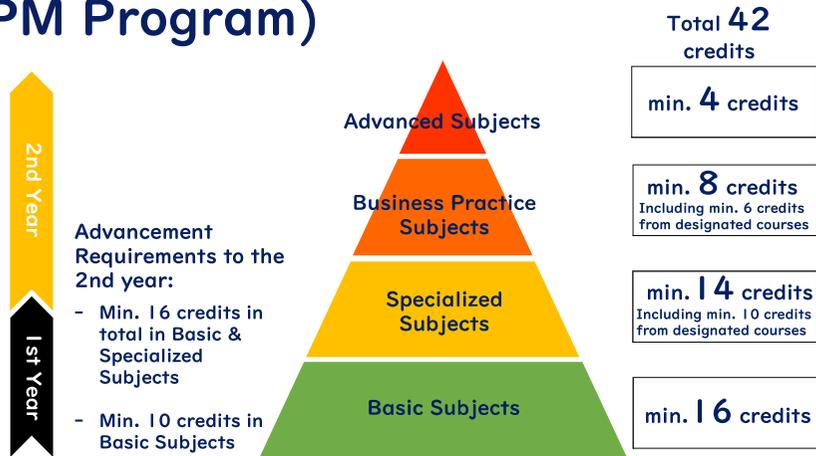
The International Business Administration Program is a course of study that leads to a **general management degree** while helping you develop your vision and the skills to achieve it. Students get the business knowledge and specialized skills to expand career choices. This program seeks to develop **expertise in business leadership, but also service & hospitality management, finance and accounting.**

- International Project Management Program (i-PM)

The International Project Management Program offers an educational curriculum in management necessary to accomplish relatively **large-scale projects**, such as **development and maintenance of infrastructure** and **enhanced efficiencies of manufacturing operation processes**, that have special aims, diverse constraints, and uncertainties for the purpose of nurturing highly advanced professionals who will take active part in these areas of management.

- In principle, once you apply to either the i-BA or i-PM program, it is not allowed to change your program.

# Completion Requirements (i-BA and i-PM Program)



# Workshop Topics Example

- i-BA
  - Ownership Type and Shareholder Dissent: Evidence from Singapore
  - Effect of Credit Scoring on Loan Volume & Loan Default Rate: The Case of Singapore
- i-PM
  - Investigation of current Bridge Management Systems in Turkey, and providing a prototype system with further improvement
  - Selection of Renewable Energy PP Investment Project in Indonesia Using AHP Approach
  - India State-wise Optimal energy mix from inclusivity and sustainability perspectives

# Double Degree Program

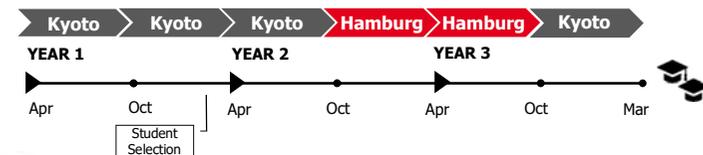
- Two partners: **University of Hamburg** and **National Taiwan University**
- Two degrees in Three years (Kyoto MBA + Partner school's degree)
- Learn business administration from different perspectives to become a global business leader



# Double Degree Program: University of Hamburg



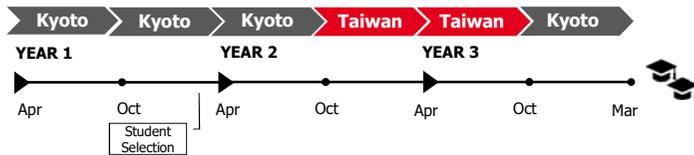
- Partner School: Faculty of Business Administration, Universität Hamburg
- Period of study abroad: October 2024 - September 2025
- Degrees to be awarded:
  - Master of Business Administration (MBA) from Kyoto University
  - Master of Business Administration (M.Sc.) from Universität Hamburg
- Completing Workshop II in the final semester at Kyoto U is a degree requirement both at Kyoto and Hamburg. A DDP student is required to submit a Workshop II final report that meets the DDP criteria.



# Double Degree Program: National Taiwan University



- Partner School: College of Management, National Taiwan University
- Period of study abroad: September 2024 - August 2025
- Programs at NTU: Accounting Program (in Chinese) or Global MBA Program (in English)
- Degrees to be awarded:  
 Master of Business Administration (MBA) from Kyoto University  
 Master of Business Administration (MBA) from National Taiwan University
- Master's thesis is required at NTU



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

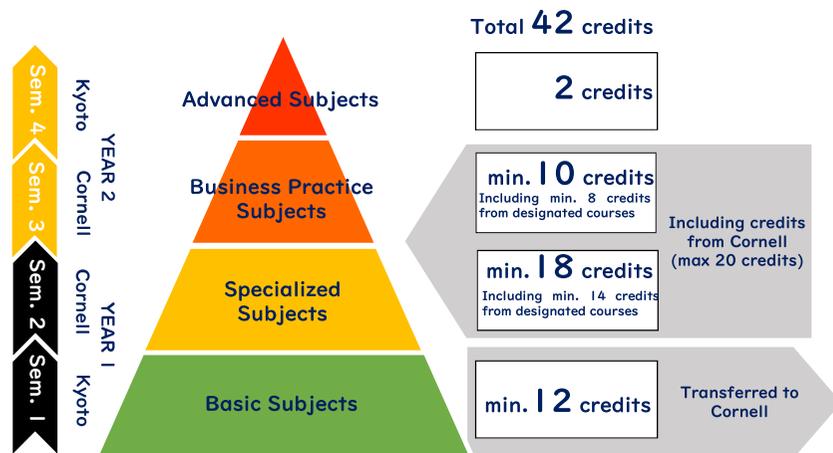
◆ Average scores for students entering in each academic year:

- 7 passed / 12 applicants (2023)
- 11 passed / 15 applicants (2022)
- 6 passed / 14 applicants (2021)

[Entry Requirements]

- TOEFL iBT 79 or more \*My Best Score cannot be used for the application
- IELTS 6.0 or more
- There is no minimum/recommended scores for GMAT and GRE.

# Completion Requirements (KC-CDO)



# Connections with Practice

- Lectures by practitioners (Mizuho Securities, Boston Consulting Group, Polaris Capital etc)
- Seminars and workshops by practitioners
- Internship opportunities in Japanese companies and more...

# Women's Executive Leadership Program

- Started in AY2023 with 16 member companies
- A six-month program in Japanese designed specifically for female participants.
- Developed to respond to social issues and demands. In our EMBA program, we will work together with participating companies that are committed to improving gender diversity.



Asli M. COLPAN  
(Professor,  
Program Director)



Norio SAWABE  
(Professor,  
Dean of GSM)



Tomoki SEKIGUCHI  
(Professor)



Hiroto KODA  
(Professor) (Adjunct Professor)



Mariko GAKIYA



# iGSM program reorganization

- The GSM will merge the i-BA and i-PM programs to one international program to respond to the need of international students and:
  - provide even more fulfilling education for students from overseas, and
  - further improve research and education capabilities

# Learning Environment of the GSM

Graduate School of Management (GSM),  
Kyoto University, Japan  
Professor Hiroyuki Matsui,  
Chair of the General Affairs Committee

31<sup>st</sup> October, 2023

## The GSM Buildings

- The GSM's main classrooms and offices are in 4 buildings of Kyoto University: Faculty of Law & Faculty of Economics East Building, Research Building No.2, Research Building No.14, International Science Innovation Building



## The GSM Classrooms

- The GSM's main classrooms (lecture halls, case study seminar rooms, and large and small seminar rooms) are in Research Building No. 2. Classrooms are equipped with screens and projectors as standard to support a wide range of class styles, and maintained through continuous refurbishments and expansion.
- Examples: Lecture Room 1 (capacity of 134 people), Lecture Room 3 (capacity of 75 people) for classes of more than 60 students. Large Seminar Room 3 (capacity of 25 people) for lecture-type classes of around 20 students. Case Study Seminar Room (capacity of 50 people) for discussion-type. Workshops are held mostly in smaller Seminar Rooms (capacity of 10 people).



## Libraries and databases

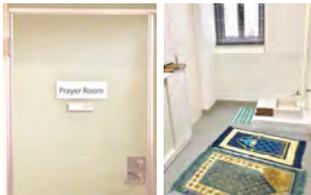
- Library of Economics
- Archive Economic Data and Sources
- The Kyoto University Library Network
- Financial Times subscription
- Bloomberg terminals can be used through the Dean's Office
- E-journals and E-books List of the Kyoto University Library Network  
<https://www.kulib.kyoto-u.ac.jp/erdb/13502?lang=en>



## Other facilities

- GSM Students can also use facilities that are shared with all Kyoto University students such as:

- KIZUNA Student Lounge
- International Student Advising Office
- Prayer Room



## Major changes of GSM facilities I: Implementation of BYOD

- Following Kyoto University's policy to implement BYOD (Bring Your Own Device), use of the GSM's Computer Lab was discontinued.
- To promote the use of individual devices (BYOD), Kyoto University has a comprehensive licensing agreement with Microsoft (Enrollment for Education Solutions), making it possible for faculty, staff, and students to use their cloud services and software (such as Microsoft Office, MatLab, JMP Pro) products without individual cost.
- Other products such as SPSS are also available via cloud services, creating a fulfilling learning environment.

## Major changes of GSM facilities 2: Improving learning environment for students

- In AY2023, we moved the student study rooms to create a more accessible environment for students.
- New Multipurpose Room: Desks for individual study, tables for group work, and portable projectors have been installed. A multifunction printer is also now available.
- New Student Study Room: Individual carrels have been arranged so that students can concentrate on their own studies. Cameras are installed in these spaces to ensure security.



## Ongoing change of GSM facilities: Internationalization

- In the Open Conference Room, we are currently in the middle of creating a more accessible environment for international students by:
  - establishing a new space for international students to seek advice from fellow international students
  - setting up delivery of real-time international news feeds



