

京都大学経営管理大学院外部評価委員会

令和5年10月31日（火）15:30-17:00

対面開催

議事次第

1. 澤邊院長挨拶
2. 自己紹介
3. 京都大学経営管理大学院の現状と課題の説明
4. 意見交換
 - ・ 研究活動について
 - ・ 教育活動について
 - ・ 国際化の推進について
 - ・ 部局の教育・研究環境の整備
5. タン先生からの審査結果について（書面審議する場合）
11月17日ㄨ
ワードファイル A4 一枚程度を以下宛てにメールで提出
提出先 野元 nomoto.aoi.3u@kyoto-u.ac.jp

以上

京都大学経営管理大学院外部評価委員会 出席者一覧

【外部評価委員】（五十音順）

（ご出席）

Barış Tan コッチ大学・教授

【京都大学】

澤邊 紀生 京都大学経営管理大学院・院長

山田 忠史 京都大学経営管理大学院・副院長

若林 直樹 京都大学経営管理大学院・教授（経営研究センター長）

COLPAN, Asli 京都大学経営管理大学院・教授（国際交流委員長）

松井 啓之 京都大学経営管理大学院・教授（総務委員長）

< 事務陪席 >

古田 都 京都大学経営管理大学院・院長室秘書

野元 葵 京都大学経営管理大学院・国際認証・広報室特定職員

Feedback Report for the External Advisory Board Meeting

Prof. Dr. Barış Tan, Koç University

November 3, 2023

I visited Kyoto University Graduate School of Management, during October 30 - November 2, 2023, as an External Advisory Board member. During this period, in addition to the External Advisory Board meeting, I also attended two meetings to discuss the structure and the plans regarding the iGSM program and the status of EQUIS accreditation midterm progress report in detail. This short feedback note summarizes my main observations and suggestions drawn from these meetings and the information I acquired in my previous meetings with the school's leadership and faculty.

The main issues we discussed at these meetings are related to structuring the Kyoto GSM's program portfolio, monitoring research activities in different areas, faculty-related issues, physical space requirements, internationalization, quality assurance and the progress regarding the developmental areas identified by EQUIS.

- **Program Portfolio:** My main suggestion is combining all the English and Japanese programs under a single program that may be referred as Kyoto MBA. In this structure, the current programs can be offered as different tracks for the students. All the English and Japanese courses should be open to all students. Making this change requires unifying the admission processes and requirements (excluding the language requirement for the English programs.)
- **Research:** Increasing research impact is one of the EQUIS developmental goals. The research at Kyoto GSM is multidisciplinary and covers areas, such as environmental studies and waste management, that are not typically covered in business schools. It is important to report the research activities and outputs in a way that will convey the multidisciplinary research at Kyoto GSM as an enriching and distinguishing feature to an international audience. Furthermore, the quality and quantity of research output in different outlets should be monitored and reported with the relevant breakdown, such as publications in FT40 journals, top international journals (e.g., top 10% cited or ABS journal 4*), international journals, Japanese journals, professional magazines, case studies, publications related to UN SDG categories etc. While setting targets and asking all the faculty members to work towards these targets would be a top-down approach that is common in many Western business schools, discussing the progress of these results on a yearly basis with the whole faculty may also lead to a similar positive change in Kyoto GSM.
- **Faculty:** Improving faculty sufficiency is one of the EQUIS developmental goals. The number of female and international faculty should be increased. While Kyoto GSM has a very high faculty/student ratio, using many adjuncts and visiting faculty creates a confusion. The number of adjunct and visiting faculty seems to be high considering the teaching requirements. The number of elective courses to offer each year should be determined considering the target average number of students in each course. This will indicate the adjunct and visiting faculty requirements in a considered way. The processes related to appointing, evaluating, and deciding on the renewal of adjunct and visiting faculty should be improved.
- **Internationalization:** Developing a detailed strategic plan that includes internationalization is one of the EQUIS developmental goals. Internationalization covers all the activities of the school. The action plan should include all the actions to improve internationalization of programs, students, faculty, research, executive education, and corporate connections with the relevant key performance indicators.
- **Quality Assurance:** Developing a quality assurance system is one of the EQUIS developmental goals. A comprehensive process should be developed to identify the intended learning objectives (ILOs) for all the programs, ILOs for each course, and review programs regularly. A special attention is required to assure the quality of the content, delivery, and assessment methods used in the courses offered by the adjunct and visiting faculty.
- **Physical Space:** One of the main challenges Kyoto GSM faces is the physical space. Kyoto GSM needs a dedicated larger space or a new building. If this is not possible, the current space should be improved. Its physical space should deliver the brand message of Kyoto GSM clearly to all the visitors. It would be better to have all the bilingual signs. The status of the physical resources can be an issue for the next reaccreditation visit.
- **EQUIS Progress:** The activities related to accreditations should be viewed as vehicles to improve the quality of the school. Accordingly, the actions to address the issues raised by EQUIS can be decided considering their importance to the school. All the issues discussed above are related to the EQUIS developmental goals and the quality dimensions. The progress report should reflect the developments in these areas since May 2023, preferably in quantitative terms based on selected KPIs. At the same time, the progress report should be written in a way to inform the new members of the next peer review team and reiterate the important issues such as the restrictions imposed by the government, endowed chair system, bottom-up culture in academia among others to EFMD.

I congratulate the school's leadership, faculty, and administration for the successful results obtained during the previous year and wish the best for the coming period.