

KYOTO  
UNIVERSITY  
GRADUATE  
SCHOOL OF  
MANAGEMENT

2018

京都大学





## Message from the Dean



Dean, Graduate School of Management,  
Kyoto University

### Yoshinori Hara

The Graduate School of Management (GSM), Kyoto University was established in Kyoto - Japan's heartland of tradition and innovation and the gateway to the Oriental culture, where GSM will aim at human resource development for highly professional management. Since it was founded in 2006, GSM has offered unique MBA programs centered on Business Leadership, Service & Hospitality, Project Operations Management, and Finance & Accounting. These MBA programs focus on the issues and their potential solutions in the era of digital disruption seen throughout the global and sustainable society. In 2018, the GSM will also place a new MBA course in Tourism and Hospitality Management. Through these activities, we are proud to announce that we have received the honor of being accredited by the ABEST21 accreditation association. By moving in close accordance with Kyoto University's mission statement "transmitting high-knowledge and promoting independent and interactive learning", we will continue to build up an open innovation research and educational environment through the integration of humanity and science. To meet this goal, we will continue to enhance the industry-government-academia collaboration taken at present, while maintaining a global perspective through the interaction with other prestigious universities.



## GSM Identity

In line with the strong academic and entrepreneurial tradition of Kyoto University, the Graduate School of Management aims to make unique contributions to management research and to produce global business leaders who tackle social and business challenges. Situated in Kyoto, a global city with deep culture, GSM seeks to make substantial impacts globally by offering distinct education and research. In addition to practical techniques and methods, GSM encourages students to critically reflect on the situation and take thoughtful actions. GSM values the polyphony of open dialogue, breaking out of one's own world and transcending to the unknown.

## Focus Areas

The focus on service, hospitality and tourism has been growing over the years. The program on service was expanded into service & hospitality in 2018. In addition, a brand new program on tourism was launched in 2018 in response to the high demand for leaders in this growing domain. GSM also runs several distinct executive education programs: The Asia Business Leadership Program trains global leaders in the rapidly growing Asian region and The Advanced Management Accounting Professional Program seeks to develop management accounting skills for small and medium sized companies.

## Globalization

Since 2011, English-only MBA program, IPROMAC (International Project Management) has been training global leaders from various countries. Student exchange programs are also established with a number of international partners. Furthermore, beginning with National Taiwan University, GSM is expanding its double-degree programs. Finally, faculty members and doctoral students collaborate with many international scholars on research projects and scholarly exchange opportunities based on MOUs are actively pursued.

### Introducing Academic Spirits



Kyoto University Established in 1897

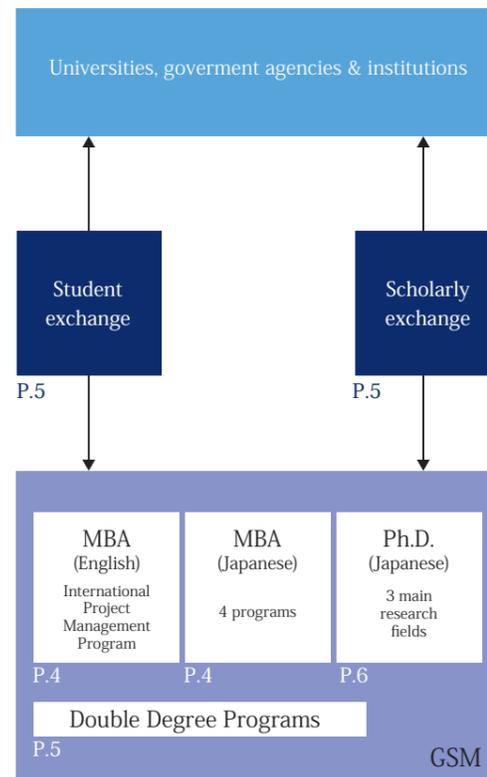
- 10 Faculties
- 18 Graduate Schools
- 14 Research Institutes
- 24 Centers and Facilities

### Kyoto University

- 13,600 Undergraduates
- 9,200 Graduate Students
- 1,900 International Students

### Graduate School of Management

- 200 Students in total
- 40% International Students



## Curriculum Structure

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

Advanced Subjects

- 8 or more credits including min 6 credits specified by the course

Business Practice Subjects

- 14 or more credits including min 10 credits specified by the course

Specialized Subjects

- 16 or more credits

Basic Subjects

2nd Year

Masters' thesis is not required for degree completion

Semester 3·4

To move up to the year 2,

16 credits from both basic and specialized are minimal requirement

including 10 credits of basic subjects

Advancement requirements: 16 credits of basic and specialized subjects, 10 more of which must be from basic subjects.

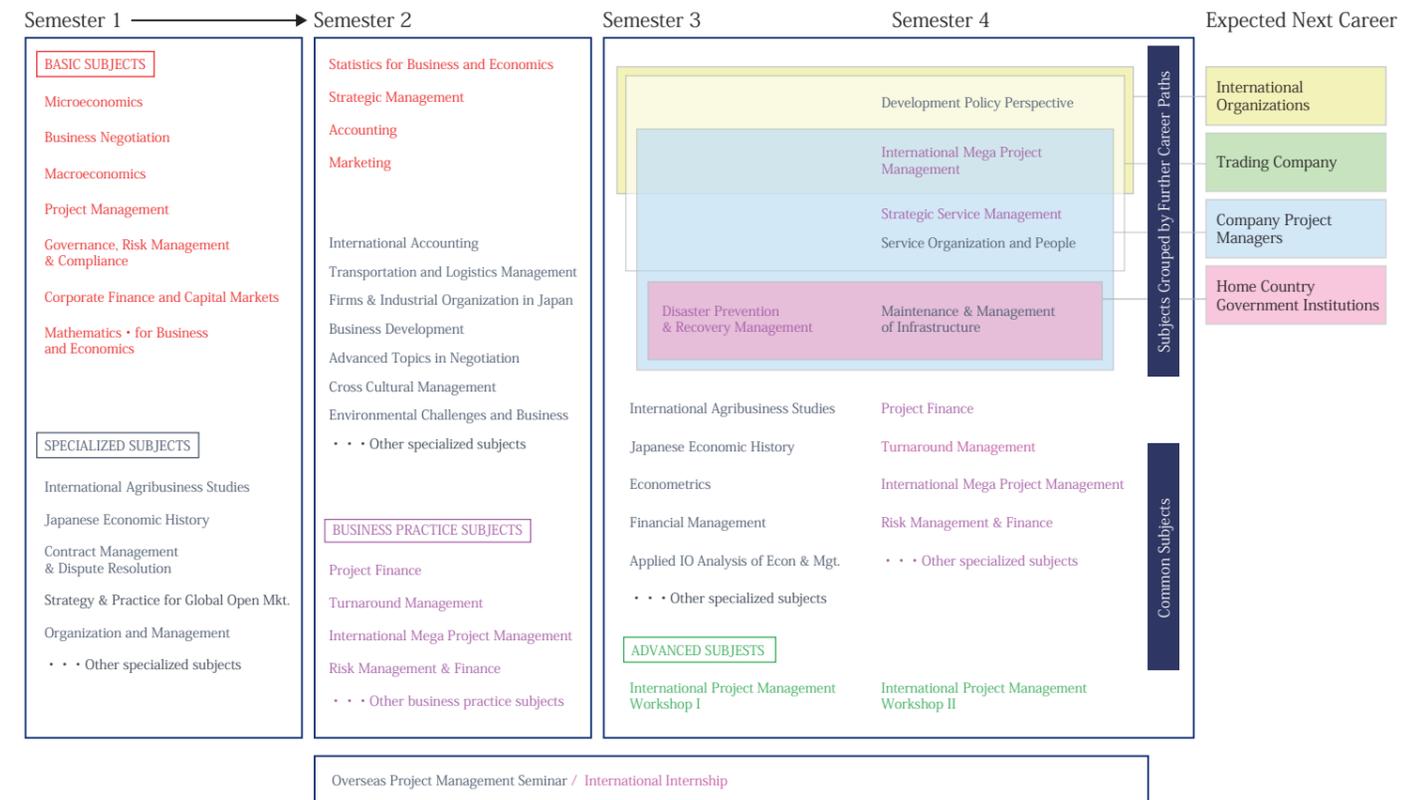
1st Year

Semester 1·2

Max number of credits that can be taken is 18 a semester, i.e. 36 a year

### IPROMAC Course

### JOURNEY of STUDY (Example in IPROMAC)



# MBA Program

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 a 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 the service society — Service & Hospitality Program

Value in the present society lies largely in services—in a broad sense—where various participants bring their distinct competences and work together. We produce professionals who can design and manage innovative services and co-create unique value in the society.

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

We nurture project managers with an international sense and various 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 CPA with sophisticated financial knowledge, and fund Managers with excellent accounting expertise. We aim to train professionals who will play leading roles in business enterprises, governments and NPOs.

## 5 Tourism-based country promotion — MBA in Tourism and Hospitality Management

※This course is for people who work in the field. It is impossible to move to another course (program) after starting in this course.

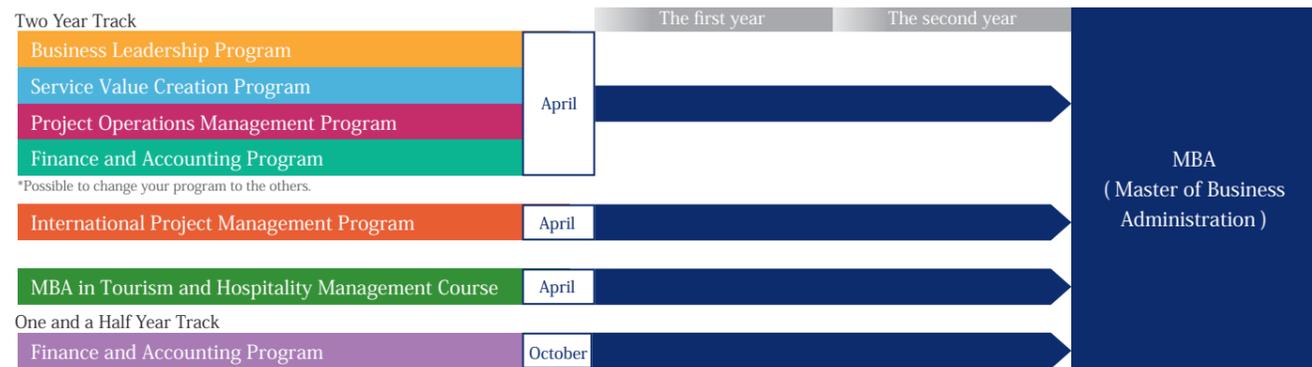
We foster professionals who will contribute to the promotion of the local community and industry by teaching others who work in the tourism industry based on management and professional knowledge of tourism science.

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

※This course is only 18 months long. (The course starts in October and students are chosen via special selection). It is impossible to move to another course.

This course is designed for those who already work as qualified finance and accounting professionals, including certified public accountants, tax accountants, analysts, actuaries, and those who have worked at the Financial Services Agency or the National Tax Agency, in order to develop professional skills that cover both finance and accounting. We aim to train professionals who will play leading roles in business enterprises, governments and NPOs.

# Program Structure



# International Collaborative Degree Opportunity Course \* From April 2019 (tentative)

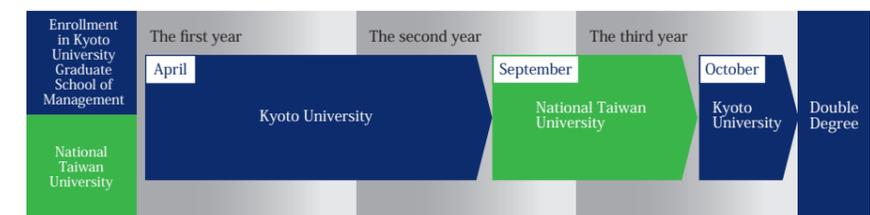
## International Collaboration Course with Cornell University in the U.S. \*\* Please visit our website.

This course offers Kyoto University GSM students an opportunity to study abroad at a Cornell university and, upon graduation, to receive degrees from both institutions.

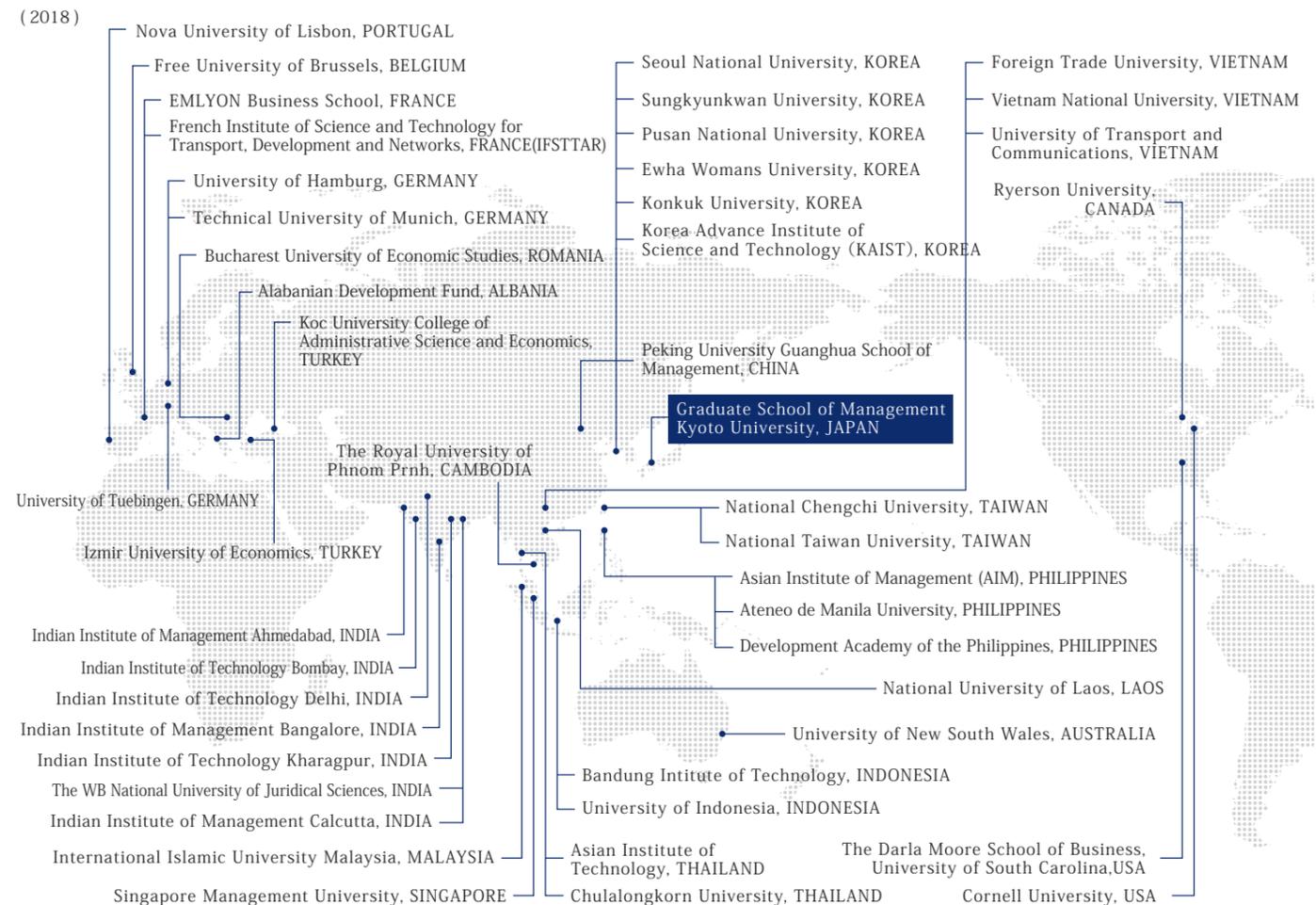


# International Double Degree Program

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 master or professional 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 after as little as three years. ( in Japanese )

## 3 Main Research Fields



## Research Collaboration

### Fusion and professional knowledge upgrade of various fields

To clarify complicated management-related phenomena and to address various management issues, professional knowledge in many fields, including economics, business administration, engineering and informatics, must be fused. We maintain close contact with companies and public agencies to recognize real problems and promote management studies to realize problem-solving via interdisciplinary approaches. We contribute to the improvement of educational programs and the development of new educational 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 of 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 of professionals, technicians, and researchers (in industry, academia and government) in national land management.

## Course by visiting professors on project finance

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

## Cross-ministerial Strategic Innovation Promotion Program (SIP)

This program was founded by the Council for Science, Technology and Innovation of the Cabinet Office to promote fundamental research on infrastructure such as roads and bridges, the practical use of such research results, and business planning.

## Development of the Integrated Hospitality (IH) Educational Program

This program aims to improve service productivity, promote regional revitalization, and strengthen international competitiveness by fostering human resources in service management and branding Japanese-style hospitality.

## Education Unit of the Investment Study

This unit is managed with the help of Norinchukin Value Investments, the Japan Investment Advisors Association, and the Investment Trusts Association (Japan), and conducts realistic research on securities investments.

## 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 Project Management Program.

\*\* Except International Project Management Program.

Note: Exchange students do not pay tuition to Kyoto University.



<https://u.kyoto-u.jp/brl51>

Kyoto University webpage on the "Tuition, Fees and Tuition Exemption"

## Financial aid



<https://u.kyoto-u.jp/vg8h1>

Webpage on Kyoto University scholarship programs



**Asli M.Colpan, Professor**

- 1 Business Leadership Program, International Project Management Program
- 2 Corporate Strategy, Corporate Governance, International Business



**Nobuyuki ISAGAWA, Professor**

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



**Kiyoshi KOBAYASHI, Professor**

- 1 Project Operations Management Program, International Project Management Program, Service and Hospitality Program
- 2 Planning/Management



**Gautam Ray, Professor**

- 1 International Project Management Program
- 2 Economic Growth and Development, Public Policy Analysis, Supply Chain Management



**Tomoki SEKIGUCHI, Professor**

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



**Yasuo SUGIYAMA, Professor**

- 1 Business Leadership Program, Service and Hospitality 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



**Ryo EJIRI, Professor**

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



**Hiroto KODA, Professor**

- 2 Financial and Capital Market Regulations/Corporate Finance and Business Strategy



**Makoto USUI, Professor**

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



**Kwangmoon KIM, Associate Professor**

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



**Yoshinori HARA, Professor**

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



**Hirotaka KAWANO, Professor**

- 1 Project Operations Management Program, International Project Management Program
- 2 Operation and Maintenance of Infrastructure



**Hiroyuki MATSUI, Professor**

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



**Norio SAWABE, Professor**

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



**Chihiro SUEMATSU, Professor**

- 1 Business Leadership Program
- 2 IT, Business Creation



**Keiichi TODA, Professor**

- 1 Project Operations Management Program, International Project Management 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 Organization Behavior, Human Resource Management, Network Organization



**Tadashi YAMADA, Professor**

- 1 Project Operations Management Program, International Project Management Program
- 2 Logistics, Transport Planning



**Katsuji ISHIHARA, Professor**

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



**Seiji NOZAWA, Professor**

- 1 Business Leadership Program
- 2 Marketing, Marketing Research



**William Baber, Associate Professor**

- 1 International Project Management Program
- 2 Business Negotiation, Cross Cultural Management



**Sayuri KIMOTO, Associate Professor**

- 1 Project Operations Management Program, International Project Management Program
- 2 Geoengineering, Geo-disaster, Energy problems



**Yutaka YAMAUCHI, Associate Professor**

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



**Satoshi IWAO, Professor**

- 2 Hospital Management, Health Care Management, Home Health Care, Epidemiology, Gerontology



**Shouichi NAKATANI, Professor**

- 2 Infrastructure Management, Bridge Construction Engineering



**Yasushi YOSHIDA, Professor**

- 2 Community Development, Urban Planning, Urban Policy



**Masashi OGAWA, Associate Professor**

- 2 Port Logistics, Incentive Design



**Yasuhiro AKAKURA, Adjunct Professor**

- 2 Global Logistics, Port Planning, Logistics Risk Management



**Glen S.Fukushima, Adjunct Professor**

- 2 Strategies for Governments and Corporations



**Takeshi HONDA, Adjunct Professor**

- 2 Urban Planning



**Yuichi ISHIKAWA, Adjunct Professor**

- 2 Civil Engineering



**Jason HSU, Adjunct Professor**

- 2 International Finance, Equity Premium Puzzle, Business Cycles, Optimal Portfolio Allocations



**Michio KIKUCHI, Adjunct Professor**

- 2 Port Policy, International Competitiveness



**Goro KUMAGAI, Adjunct Professor**

- 2 Financial and Capital Market Theory, Investment Theory, Corporate Finance



**Yoshikazu MAEGAWA, Associate Professor**

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



**Yasuyuki KATO, Professor**

- 2 Financial Engineering, Investment Theory



**Tomihiro WATANABE, Professor**

- 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, Organizational Development



**Hyunjeong Spring Han, Associate Professor**

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



**Masaaki AMMA, Adjunct Professor**

- 2 Project Finance (PF), Public-Private Partnerships (PPP), Foreign Direct Investment (FDI)



**Takashi HIKINO, Adjunct Professor**

- 2 International Management, Management Strategy, Corporate Governance, Management History



**Munetaka HORIGUCHI, Adjunct Professor**

- 2 Project Finance (PF), International Finance Transaction and Laws, Asian Infrastructure and Finance



**Hideki IWAKI, Adjunct Professor**

- 2 Mathematical Finance, Financial Engineering



**Hidetaka KAWAKITA, Adjunct Professor**

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



**Toichi KIMURA, Adjunct Professor**

- 2 Corporate Management, Business Creation, Human Resources Development



**Kenji KUTSUNA, Adjunct Professor**

- 2 Entrepreneurial Finance, Entrepreneurship



Okihiro MARUTA, Adjunct Professor

② Management Accounting



Takashi MITACHI, Adjunct Professor

② Management



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



Nobuo SAYAMA, Adjunct Professor

② M&A, Buyout, Management, Bankruptcy



Hiroki SEKINE, Adjunct Professor

② Project Finance, International Finance, Equity Investment



Yuji TSUTSUI, Adjunct Professor

② Urban Planning



Kazuya AOKI, Adjunct Professor

② Infrastructure Management



Nozomi KAMINAGA, Adjunct Professor

② Regional Planning and Management, Social and Economic Analysis, Public-Private Partnership



Takeshi HIRAMOTO, Senior Lecturer

① Service and Hospitality Program  
② Conversation Analysis, Ethnomethodology



Yuichi ICHIHARA, Assistant Professor

② Management Accounting, Management Control



Susumu TAKASE, Assistant Professor

② Entrepreneurship, Academic Entrepreneurship, Organizational Behavior



Yasunari MATSUURA, Adjunct Professor

② Strategy, Leadership, New Business Development, Business Leadership Development



Jun MITARAI, Adjunct Professor

② City and Town Management, City Planning, Landscape Institution, Urban Greenery



Masafumi MORI, Adjunct Professor

② Civil Engineering



Kenji ONO, Adjunct Professor

② Emergency Relief Logistics, Business Continuity Management, Supply Chain Management



Katsumi SEKI, Adjunct Professor

② Civil Engineering



Masahiko TAKAHASHI, Adjunct Professor

② Financial System, Financial Laws, Securitization



Kunihiro YAMADA, Adjunct Professor

② Civil Engineering



Shuichi KAMATA, Adjunct Professor

② Urban Planning, Urban Development, Urban Environment and Energy



Moritaka SATO, Adjunct Professor

② Town Management, Housing Development



Hisashi MASUDA, Senior Lecturer

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



Satoshi SHIMADA, Assistant Professor

① Service and Hospitality Program  
② Service Engineering



Katsumi EMURA, Adjunct Professor

② R&D Management, Information Technology



Osamu FUJIKI, Adjunct Professor

② Policy for International Standardization, Environmental and Sanitary Engineering



Robin Holt, Adjunct Professor

② Strategy and Organization, Ethics and Aesthetics, Entrepreneurial Activity, Craft-Based Production



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



Mahito NOGUCHI, Adjunct Professor

② Valuation, Equity Valuation, Finance



Toshihiko OMOTO, Adjunct Professor

② Contract Management, Dispute Resolution



Toru SHIKIBU, Adjunct Professor

② International Financial Policy, International Financial Supervision, International Development



Masami TAJIMA, Adjunct Professor

② Service Management, Franchise System



Ken UTSUNOMIYA, Adjunct Professor

② Financial Technology, Operation, Project Management, Regulation and System



Shigeru YOSHINAGA, Adjunct Professor

② Accounting for SMEs



Daniel Hjorth, Adjunct Professor

② Entrepreneurship, Management Philosophy, Organization Theory, Creativity and Innovation, Aesthetics and Organization



Fumio HOSHI, Adjunct Professor

② Project Finance, International Mega Projects



Kazuya ISHIO, Adjunct Professor

② Service Innovation, Strategic Management



Sachiko KUNO, Adjunct Professor

② Drug Discovery, Entrepreneurship, Social Entrepreneurial Ecosystem, Global Leadership Development



Junji NISHIDA, Adjunct Professor

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



Hisakazu OHISHI, Adjunct Professor

② Land and Infrastructure Studies, Land and Infrastructure Planning, Overhead Capital Policies, Roads



AAhad M.Osman-Gani, Adjunct Professor

② Human Resource Development (HRD), International Management



Keiichiro SHIMADA, Adjunct Professor

② R&D Management, Information Technology



Keiichi TAMURA, Adjunct Professor

② Infrastructure Management, Earthquake Engineering



Hidetoshi YAMAJI, Adjunct Professor

② Experimental Accounting



Sayako KANAMORI, Adjunct Professor

② Global Health, Health Policy, Global Health Diplomacy, International Development, Social Innovation

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

Foundation: April 2006  
Number of Students: 80students per year (160 students in total)  
Degree: MBA / Master of Business Administration

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

Foundation: April 2016  
Number of Students: 7students per year (21 students in total)  
Degree: Doctor of Philosophy in Management Science



<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

