



慶應義塾大学

KBS Graduate School of Business Administration
Keio University



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Keio University

Keio University, the first private university in Japan, was founded in 1858 by Yukichi Fukuzawa, who is often called the intellectual father of modern Japan. Over the last 150 years, Keio University has become known worldwide as a premier educational institution.

Keio University established its Business School in 1962 and launched graduate level educational programs to develop skilled and innovative business managers.

In 1978 KBS launched the first MBA program in Japan. In accordance with the key principles of self-respect and pragmatic thinking espoused by Yukichi Fukuzawa, KBS produces distinguished leaders who take initiative in reforming established business activities and starting new ventures to contribute to the advancement of society.



Education is the way to liberate every human being.

The Graduate School of Business Administration, also known as the Keio Business School, was established in 1978. The same year, we replaced our one-year graduate program with a two-year MBA degree program, the first in Japan. Since then, we have nurtured contemporary business leaders through our practice-oriented education using the case study method, in line with Keio's founding philosophy of practical learning. In 1991, we added a doctoral program to train professional researchers in business administration.

Keio Business School has awarded approximately 2400 Masters of Business Administration (MBA) degrees over the last 30 years. The number of KBS graduates exceeds 3000 when the doctoral program and the one-year program that was offered for nine years prior to the MBA program are included. Our current students come from a variety of backgrounds, range in age from mid-twenties to late thirties, and devote two years to full-time study in a highly competitive but friendly and collaborative environment.

Japanese businesses are seeking new business models and management styles for further growth in the current economic climate. At the same time, people's values and the regulatory environment are changing dramatically, creating a growing need for professional management skills to cope with such changes. In these circumstances, Keio Business School has adopted a new educational objective: "the development of business leaders capable of pioneering

innovation in the new age."

In the coming age, innovative leaders must have a deep understanding of the mechanisms of the economy and know how to navigate a company to success even in less-than-ideal economic conditions. They must also possess the confidence to stay the course despite short-term trends and market vicissitudes, and the judgment to know what will change and what will not change. They need to be able to boldly chart a new course when needed. We believe that leaders with such insight and abilities will enable constant innovation in today's rapidly changing business environment.

In the 40 years since Keio Business School was founded, we have strived to develop global business leaders. We work incessantly to improve and update our two-year master's course, three-year doctoral course, and seminars for business persons, in order to nurture the future business leaders who will drive innovation in the global economy.

At KBS, we seek to educate the next generation of business leaders. If you see yourself as one of these future leaders, please get in touch. We'd like to learn more about you.

Dean Hirokazu Kono
Professor in Operations Management

Faculty Members

Faculty Members with areas of research

Professor



ANEGAWA, Tomofumi

Ph.D. (Yale University)

- Business Economics
- International Business
- Industrial Organization
- Microeconomics



AOI, Michikazu

DBA (Harvard University)

- Competition and Decision Making
- Managerial Economics
- Negotiation Analysis



ASAKAWA, Kazuhiro

Ph.D. (INSEAD)

- Multinational Management
- Organization Theory



HAYASHI, Takaki

Ph.D. (University of Chicago)

- Statistics and Financial Engineering



IKEO, Kyoichi

Ph.D. (Keio University)

- Consumer Behavior
- Marketing Management



INOUE, Akihiro

Ph.D. (University of California, Los Angeles)

- Marketing Communication
- Marketing Management
- Marketing Science



ISOBE, Takehiko

Ph.D. (Keio University)

- Strategic Management
- International Business



KOBAYASHI, Kiichiro

Ph.D. (Keio University)

- Business Policy
- Competition and Strategy
- Technology Management



KONO, Hirokazu

Ph.D. (Keio University)

- Industrial Engineering
- Production Planning and Management



NAKAMURA, Hiroshi

Ph.D. (Stanford University)

- Economics
- Industrial Organization (Pharmaceutical and Bio-tech Industries)
- Technology Management



OBAYASHI, Atsuomi

Ph.D. (University of Chicago)

- Industrial Organization
- Microeconomics



SHIMIZU, Katsuhiko

Ph.D. (Texas A&M)

- Managerial Challenges Under Uncertainty (Strategic Flexibility)
- Organizational Learning from Mistakes
- Strategy Implementation



TAKAGI, Haruo

DBA (Harvard University)

- Organizational and Industrial Psychology
- Organizational Behavior



TANAKA, Shigeru

MA, MM (Northwestern University)

- Health Care Policy and Management
- Health Economics
- Political Economy



WATANABE, Naotaka

Ph.D. (University of Illinois)

- Applications of IRT
- Organizational Stress and Mental Health



YAMANE, Takashi

Ph.D. (Keio University)

- Financial Accounting
- Management Accounting



YODA, Takuro

Ph.D. (Keio University)

- Marketing Management

Associate Professor



ANDO, Tomohiro

Ph.D. (Kyushu University)

- Applied Statistics
- Financial Econometrics



INOUE, Kotaro

Ph.D. (Tsukuba University)

- Corporate Finance
- Corporate Restructurings
- Mergers and Acquisitions



MURAKAMI, Yutaro

Ph.D. (Osaka University)

- Financial Accounting
- Tax Accounting



OBATA, Seki

Ph.D. (Harvard University)

- Behavioral Finance
- Corporate Governance
- Non-Profit Organization
- Political Economy



OHTA, Yasuhiro

Ph.D. (State University of New York at Buffalo)

- Financial Accounting
- Management Accounting



OKADA, Masahiro

Ph.D. (The Ohio State University)

- Strategic Management



SAKASHITA, Mototaka

Ph.D.(Kobe University)

- Consumer Behavior
- Marketing Management



SAKAZUME, Yu

Ph.D. (Keio University)

- Production and Operations Management



TAKAHASHI, Hiroshi

Ph.D. (Tsukuba University)

- Asset Pricing
- Computer Science
- Finance

Assistant Professor



OYABU, Takeshi

Ph.D. (Kyoto University)

- Human Resource Management
- Labour Economics

As of October 2010

MBA Program



Our MBA Program is aimed to develop business leaders with both professional managerial skills and a sense of responsibility to society and to corporate citizenship. An emphasis is placed both on particular skill sets required in a specific business function, and on developing well-balanced skills to be an effective general manager who is capable of integrating multi-faceted business operations.

Program Overview

The two-year full-time MBA Program is designed to promote overall administrative capabilities, which can facilitate development of such managerial qualities as mental toughness, deep insight, creativity and a broad perspective that is commonly required for managers in various industries.

Such capabilities can help managers find core problems in daily business activities, appropriately analyze situations, propose creative and systematic, alternative course of actions, and develop and implement strategies for future growth.

Time Table

Keio Business School uses the trimester system; six terms are spread over two years.

The first term runs from April through July (Spring Term), the second term runs from September through December (Fall Term), and the third term runs from January through March (Winter Term).

First Year			Second Year		
I	II	III	I	II	III
Apr. - Aug.	Sep. - Dec.	Jan. - Mar.	Apr. - Aug.	Sep. - Dec.	Jan. - Mar.
Core Courses			Thesis Development		
Elective Courses			Exchange Program		
● Orientation	Camp			Thesis Presentation	● Commencement
		● Management Simulation Game			

Academics

The MBA Program consists of two major activities; normal class sessions based on the case method and MBA thesis development. Eight core courses are designed to provide basic management skills, and elective courses are offered to further strengthen specific functional skills and to facilitate deeper understanding of general management issues.

Size and Demographics

Each year, approximately 100 applicants from a wide range of industries and interests are admitted to the MBA Program. Although the program is primarily conducted in Japanese, ten to fifteen percent of the students come from other countries.

Language Requirement

Most MBA Program classes are conducted in Japanese except for courses offered to exchange students from foreign business schools. Full-time students, therefore, will use Japanese in class discussions, and for reading and writing assignments. A good command of Japanese is mandatory for foreign students.



AACSB



In April 2000, KBS became the first institution in Japan to receive certification from The Association to Advance Collegiate Schools of Business (AACSB).

In the United States, which has no governmental accreditation body for universities and post-graduate schools such as Japan's Ministry of Education, Culture, Sports, Science and Technology, the AACSB was established to guarantee, and maintain and improve, the quality of management education. It has its own, independent accreditation system. Only 370 of the over one thousand universities offering management education in the United States have been accredited by the AACSB as of the end of 1999. Just 12 schools outside the United States have been granted accreditation.

KBS expressed its wish to be assessed to the AACSB in 1998. Following more than a year of preparation, submission of exhaustive reports, and on-site inspections by a 5-member assessment team, KBS was officially granted accreditation in April 2000. In April 2010, KBS has earned the second maintenance of accreditation.

KBS is very proud to have received this official accreditation from the AACSB, the global standard setter for business schools, as we enter an era of global competition and see a growing need for business education in Japan as well.

MBA Program



Core Courses

Students are required to pass at least six core courses with a required grade point average or above, and at least 12 elective courses.

Second year students spend eight to ten months on their MBA thesis under the supervision of faculty advisors. An oral presentation is required at the end of the second year before the thesis is officially submitted. The MBA thesis provides students with an opportunity to practice acquired conceptual and managerial skills throughout the program.

Eight core courses are allocated in each term of the first year as follows:

First Term	Second Term	Third Term
<ul style="list-style-type: none">Accounting and ControlManagement ScienceOrganization BehaviorMarketing	<ul style="list-style-type: none">Business EnvironmentFinancial ManagementOperations Management	<ul style="list-style-type: none">General Management (Business Policy and Strategy)

The Case Method

About two-thirds of the curriculum utilizes the “case method” in which practical business problems are analyzed and discussed in small group setting as well as in larger classes. Through dealing with a variety of actual cases, students are able to gain insight into real management and operations of companies, and to learn how to identify and solve managerial problems in real business contexts.

Theoretical topics are covered in lectures. Computer applications, group projects on various topics, and management simulation exercises (business games) are used as well.

KBS keeps approximately 2000 cases in our case library for students to learn from or to purchase online.



Individual Study



Group Discussion



Class Discussion

Elective Courses (As of Academic Year 2010)

Accounting and Control

- Accounting in Japan
- Economic Analysis for Management Decisions
- Financial Management in Japan
- Financial Reporting and Analysis
- Financial Theory
- International Financial Management
- Japanese Securities Markets
- Management Control Systems
- Management of Financial Institutions
- Managerial Accounting
- Tax Planning
- Topics on Accounting Research

Business Environment

- Business Law
- Economic Theory 1
- Economic Theory 2
- Economics of Technology Management
- Grand Design Project
- Health Care Management
- Health Economics
- Industry Analysis: Life Science Industry
- Japanese Business Environment
- Japan's Health Care Policy
- Market Competition and Strategy
- Statistical Methodology 1
- Statistical Methodology 2
- Statistical Methodology 3

General Management / Business Policy and Strategy

- Business Ethics
- Business Game
- Business History
- Competitive Strategy
- General Management in Japan 1: Strategy Under Network Economy
- General Management in Japan 2: Entrepreneurship
- Global Strategic Management
- Management of Innovation and Technology
- Management Renovation
- Strategic Consulting
- Venture Capitalist Training Program1
- Venture Capitalist Training Program2

Information System

- Applied Statistics
- Decision Analysis
- Management Science in Japan: Quantitative Analysis And Applications
- Management System
- Managerial Economics
- Negotiation

Marketing and Operation Management

- Business Logistics
- Consumer Behavior
- Design of Production Systems
- Distribution System
- Management of Production
- Market Strategy
- Marketing Communication
- Marketing in Japan
- Marketing Strategy
- Production Management in Japan
- Service Marketing

Organization Behavior

- Case Method Teaching and Discussion Leadership
- Global Innovation
- Issues on Entrepreneurship
- Macro Organization Management
- Multinational Organizations and Strategy: Organization Management in Japan 2
- Network Leadership
- Organization Management in Japan 1
- Personnel and Program Evaluation
- Strategic Human Resource Management

Others

- Business Communication Strategy in English
- Intensive Corporate Analysis
- Management Project
- New Business Planning and Development



MBA Thesis

Students who successfully meet the required core course credits may proceed to the second year. Each student is required to complete his or her MBA thesis under the academic guidance of an advisor, a faculty member he or she has selected based on

academic interest in February. Students attend weekly research seminars run by their advisors from April through December in order to deepen their skills and knowledge of their chosen subjects and related issues.

April	Research seminars begin
July	Presentation and review of thesis proposal
October	Intermediate report of accomplishment to review committee comprised of at least faculty members
January	MBA thesis due. Oral presentations open to all faculty members and students
February & March	Revision of the thesis based on feedback by review

Graduation Requirements

Students who have completed the course requirements and their MBA thesis are awarded the MBA degree at the commencement ceremony in late March.



Guidelines for Applicants

Entrance examinations for the MBA course are held every October (Fall) and January (Winter). Of the maximum 100 students, 75 are chosen from the October examination, and the remaining 25 from the January examination.

1. The aim of the Entrance Examination

The entrance examination tests the motivation and ability of applicants to fully understand the purpose of the school and the contents of all courses that the students are required to learn.

2. Prerequisites for Admission

Applicants wishing to take the entrance examination must satisfy one of the following criteria.

1. University graduate, or expected to graduate from university.
2. Received a bachelor degree from an institution authorized to confer degrees, or expected to receive a bachelor degree.
3. Completed sixteen years of school education overseas.
4. Nominated by the Ministry of Education, Culture, Sports, Science and Technology.
5. Completed fifteen years of school education overseas, and recognized by KBS as having obtained outstanding results in credits stipulated by KBS at the applicable university.
6. Recognized by KBS as having academic capabilities equal or superior to university graduates.

3. Selection Process

The entrance examination is held in two stages: the first is a screening of applicants based on their personal records; the second is a written exam (short essay and English test) and an interview.

An application form, written in Japanese, will be available from our Japanese web site.

- <http://www.kbs.keio.ac.jp/mba/application.html>

International Program



Exchange Program Overview

As the globalization of business accelerates, management skills in a multinational setting are increasingly important. To provide MBA students with valuable experience in an international setting, we established the International Program in 1988.

This Program is a credit exchange system with partner institutions. Every year, we accept exchange students during the Fall term (September through December) and Winter term (January through March) when we provide some courses in English. Also, outgoing students are regularly sent to partner schools during the Fall term.

Benefits

1. Exchange students invited from leading business schools worldwide benefit through their unique academic and social experiences in Japan. Various courses on Japanese management are offered in English. Since MBA students at Keio also attend these courses, interaction among students bring valuable learning experiences to both sides. Exchanging ideas and opinions with Japanese students is an integral part of the exchange student experience.
2. Outgoing exchange students who attend overseas schools benefit by taking MBA courses at leading business schools and by gaining experience in a foreign setting.

Courses in English

Accounting in Japan

Business Environment in Japan

Financial Management in Japan

General Management in Japan 2:
Entrepreneurship

General Management in Japan 1:
Strategy Under Net Economy

Management Science in Japan:
Quantitative Analysis and Application

Marketing in Japan

Multinational Organizations and Strategy:
Organization Management in Japan 2

Organization Management in Japan 1

Production Management in Japan

(As of Academic Year 2010)

Partner Schools

ASIA

- Asian Institute of Management (Philippines)
- AGSM MBA Program, Australian School of Business, University of New South Wales (Australia)
- College of Management, National Taiwan University (R.O.C. (Taiwan))
- Graduate School of Business, Yonsei University (Korea)
- KAIST (Korea Advanced Institute of Science and Technology) (Korea)
- NUS Business School, National University of Singapore Business School (Singapore)
- Sasin Graduate Institute of Business Administration of Chulalongkorn University (Thailand)
- School of Economics and Management, Tsinghua University (P.R.C)

EUROPE

- ESSEC Business School (France)
- HEC MBA Program (France)
- Reims Management School (France)
- IESE Business School, University of Navarra (Spain)
- IE Business School (Spain)
- London Business School (UK)
- The Stockholm School of Economics (Sweden)
- WHU - Otto Beisheim School of Management (Germany)

NORTH AMERICA

- Richard Ivey School of Business, The University of Western Ontario (Canada)
- Schulich School of Business, York University (Canada)
- Carlson School of Management, University of Minnesota (USA)
- Columbia Business School, Columbia University (USA)
- The Fuqua School of Business, Duke University (USA)
- The University of Chicago Booth School of Business (USA)
- Kellogg School of Management, Northwestern University (USA)
- Tuck School of Business at Dartmouth (USA)
- Fisher College of Business, The Ohio State University (USA)
- NYU Stern School of Business, New York University (USA)
- UCLA Anderson School of Management (USA)
- University of Hawaii at Manoa, Shidler College of Business (USA)
- The Wharton School, University of Pennsylvania (USA)

Voice



Mathias Colleau
Sup de Co Reims Management
School

My encounter with Japan dates back from a few years ago, when I took part in an exchange program in Osaka. Ever since I came back home, I have been longing to go back to the Land of the Rising Sun in order to improve my understanding of this complex and intriguing society that fascinates me.

Choosing Keio Business School is by far the most judicious choice everyone should make to understand the subtleties of the Japanese business environment. Among the many reasons, I could of course mention the wonderful staff, the impressive expertise of the professors, the kindness of the KBS students, as well as the superb atmosphere of the school, but it would not perfectly translate how thrilling is the actual experience which goes beyond words. For instance, being mixed into groups with Japanese students was very rewarding and broadened my cultural perspectives. I also gained valuable insights into the Japanese production system through fruitful plant tours around Tokyo.

Overall, KBS gave me the keys to decode the complexity of Japan as a whole, not to mention the great new friends I have made.

■ International Program



Double Degree Program Overview

Keio Business School (KBS) recently extended international opportunities for its students with the signing of an MBA-level double degree agreement with ESSEC Business School (France) and WHU - Otto Beisheim School of Management (Germany). This program enables students to gain bi-cultural insight into management issues.

First year KBS students can apply to either the KBS-ESSEC double degree program or the KBS-WHU double degree program. Up to three students with excellent academic records will be selected for each double degree program. Students who participate in this double degree program and fulfill its requirements are granted an MBA degree from both institutions (KBS-MBA and

ESSEC-MBA, or KBS-MBA and WHU-MBA).

The term of the double degree program is two years for the KBS-ESSEC program (the same as original KBS MBA program) and two and one-half years for the KBS-WHU program. Each double degree student will pay tuition and fees at his/her home institution and be exempted from tuition fees at the host institution.

The Keio MBA Program is mainly taught in Japanese. Therefore, double degree students coming to Keio Business School must be proficient in Japanese.

KBS-ESSEC Double Degree Program

About ESSEC

Founded in 1907, ESSEC Business School, Ecole Supérieure des Sciences Economiques et Commerciales, is a major figure in international management education. Researchers of international renown and high-level executives of well-known companies teach the classes. Together, they perpetuate a tradition of academic excellence, the nurturing of character, and a spirit of openness to innovation in the economic and social sectors.



► www.essec.edu

Admission Criteria for KBS students

- Grade average of more than 7.5 for the seven core courses offered in Spring term and Fall term during the first year
- TOEFL Results (minimum TOEFL score: PBT 600/ IBT 100)
- GMAT Results
- 18 months of professional experience

Requirements for KBS students for KBS-ESSEC Double Degree Program:

- 12 courses, including 8 core MBA courses at KBS
- 12 MBA elective courses at ESSEC

KBS-WHU Double Degree Program

About WHU

WHU was founded in 1984 at the initiative of the Chamber of Commerce and Industry in Koblenz. After only 25 years, it is considered one of the best and most respected centers of business education in Germany, and also enjoys an excellent reputation internationally.



► www.whu.edu

Admission Criteria for KBS students

- Grade average of more than 7.5 for the seven core courses offered in Spring term and Fall term during the first year
- TOEFL Results (minimum score: PBT 600/ IBT 100)
- GMAT Results (minimum score: 600)
- 18 months of professional experience

Requirements for KBS students for KBS-WHU Double Degree Program:

- 12 courses, including 8 core MBA courses at KBS
- 12 MBA elective courses at WHU
- International Management Modules in the USA, China & India at WHU
- Master Thesis at WHU



About the Program

The Ph.D. Program initiated in April 1991 is designed to develop future academic leaders in professional management education.

The objective of the program is to meet society's important needs for excellent educators of future leaders of society, and for leading scholars and researchers in the area of management who can contribute to the global economy by developing new concepts that help managers in both the private and public sector to make major decisions.

Throughout the program, students develop a powerful academic base in both the major and minor fields of their choice. Our Ph.D. Program plays a pivotal role in developing superior management educators and researchers in Japan. Because of the nature of management problems, an educator and researcher in business administration must be equipped with a well-balanced interest

and commitment not only in his/her specialized academic area but also in other subject areas. As in the case of practitioners, an educator and researcher in management must also be able to identify management problems and develop solutions for them. Students are required to declare their major and minor fields at the end of the first year, and begin to prepare their dissertation.

Before starting the dissertation process, students must have already completed at least five doctoral courses in addition to field study where students develop their own cases, prepare and present case study research papers, and passed general exams in their chosen major and minor. After passing the general exam, students prepare a proposal for the dissertation, and the dissertation committee is formed. Students are allowed a maximum of six years to complete their dissertation and its examination.



Required Courses

The program's course work consists of the following four categories:

1. Advanced Doctoral Courses (2credits each)

Students must earn at least eight credits. Topics covered in this category include: Decision Making, Financial Institution Management, Management Science, Management Information Systems, Business Policy and Strategy, International Business, Industrial Organization, Consumer Behavior, Operations Management, Organizational Behavior, Organization Strategy, Management of Multinational Corporations, Marketing, Corporate Strategy, Business Environment, Accounting, Finance, Human Resource Management, and Logistics.

2. Field Study

This category allows students to conduct practical research in a real business context. The field study courses focus on field research and case development enabling students to prepare for the case study research papers that are required in the next step of the program. Students are required to complete two courses for four credits.

3. Advanced Research Seminars

Each seminar consists of four elements:

1. Guidance from advisors in preparing for the dissertation
2. Theoretical research
3. Case studies
4. Various types of exercise that form the basis of the dissertation

Students are required to complete 2 courses for 4 credits.

4. Case Method Courses of the MBA Program

In case students have not completed an MBA, they need to complete MBA core courses to experience the case method. Most doctoral courses and seminars are conducted in Japanese, so a good command of Japanese is indispensable to complete the program.

■ Executive Programs

There are 5 types of regularly scheduled seminars for business executives taught by our faculty members. Most of the classes in the executive programs are taught by the case method.

Management Development Program (MDP)

A 14-week full-time schooling course held at Hiyoshi Campus located in Yokohama. This program is offered once a year, starting in September. The program is designed to provide general management training for middle management personnel. Participants will study approximately 120 cases in 10 core areas and several specialized topics, including a management simulation game. Every participant is also required to conduct individual research and complete a summary report.



Advanced Management Seminar

This ten-day intensive seminar is designed for senior executives. Current and important management issues are covered mostly through the case method. The teaching staff consists of six to seven professors of Keio Business School, Harvard University, and other distinguished business schools abroad. Some business leaders will also be invited as guest speakers for special lectures. This program is held off-campus in the summer.



Middle Management Seminar

This 2-week general management program is for middle management personnel. This program is held off-campus three times a year (June, September, and November). Keio Business School faculty members teach around 20 cases and give several lectures.



Weekend Seminar Management Development Intensive Program (MDIP)

MDIP mainly targets practitioners who have full-time jobs and cannot attend classes on weekdays. This course consists of three consecutive Saturdays focusing on specific subjects, such as “Corporate Strategy”, “Marketing”, “Management Systems”, “Innovative Organizational Management”, “Business Economics,” and “Production System Innovation”. This seminar is characterized by the case study method in which participants can communicate and learn from each other, leading to an accumulation of knowledge and the building of human networks.



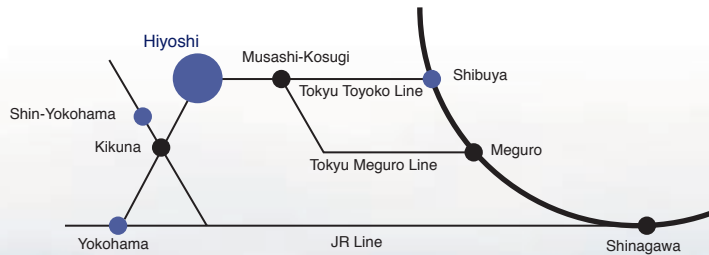
Issue Seminar

This course focuses on specific issues such as biotechnology-based business and entrepreneurial ventures, and is conducted through the case method and in lectures. In June 2004, a course on “Bio-Business Strategy” was held jointly with the Kellogg Business School.

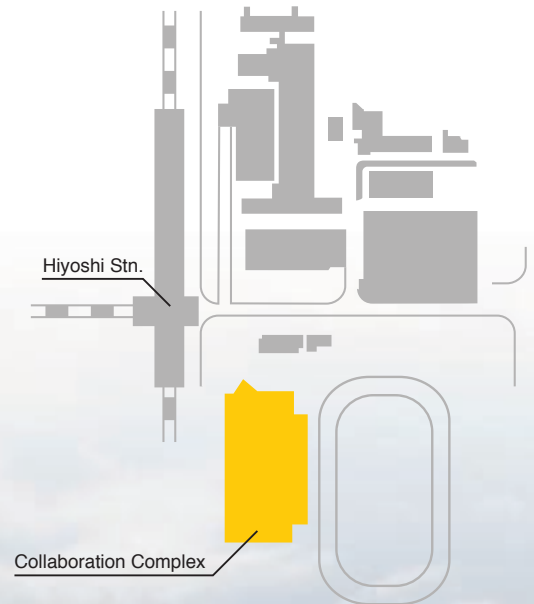
Campus Map

Graduate School of Business Administration, Keio University

Collaboration Complex, Keio University Hiyoshi Campus
4-1-1 Hiyoshi Kohoku-ku, Yokohama Kanagawa, 223-8526 Japan



1 min. walk from Hiyoshi Station
(Tokyu Toyoko Line or Yokohama Municipal Subway Green Line)
Ltd. Express trains of Tokyu Toyoko Line do not stop at Hiyoshi Station.





2012 Celebrating
50 years

Keio Business School
Graduate School of Business Administration, Keio University

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