

Application Package

DBA Program



The Global Knowledge Hub in Tokyo

Academic Year 2022-2023
Hitotsubashi University Business School
School of International Corporate Strategy



Application Package for the DBA Program (2022-23)

Program Overview

Hitotsubashi ICS has offered since 2002 a doctoral degree program aimed at developing scholars who can serve as “one bridge” between the worlds of scholarship and practice. The Doctor of Business Administration (DBA) program is conducted in English at Hitotsubashi ICS’s campus in Chiyoda-ku, Tokyo.

The DBA program places particular emphasis on business problem-solving and its practical implications, while providing a theoretical and scientific foundation that adds academic rigor to research. DBA candidates combine insights from their own business experience with new knowledge gained through a rigorous program of independent research and exposure to state-of-the-art ideas discussed at business schools. DBA candidates are required to produce distinctive, original output at the leading edge of applied management research. Successful DBA theses combine original theories and methods as well as offer practical relevance and insights that will influence how managers think about business issues.

The DBA program relies heavily on individual initiative. Each DBA candidate spends a minimum of three years designing and executing a research project under the academic supervision of Hitotsubashi ICS faculty. This work results in a thesis targeting publication as an academic paper or a research-oriented management book. DBA candidates are required to complete three mandatory courses and seminar, and can choose from among a range of elective courses as many as which support implementation of their research. A candidate’s academic milestones in the program include a) successful defense of their thesis proposal at a hearing, and b) successful completion and defense of their doctoral thesis. DBA candidates are permitted to audit MBA courses with the approval of their advisor and the course instructor. During the program, there are opportunities to work as a research assistant (RA) or teaching assistant (TA) for their advisor or other faculty members.

Successful applicants to the DBA program must have two or more years of full-time work experience. While an MBA degree or other master’s degree is generally required for admission, the Admissions Committee may grant waivers for exceptionally qualified applicants.

The types of qualified applicants Hitotsubashi ICS seeks to attract to its DBA program include:

- (1) Professionals with a master’s degree seeking an early career change into academia as a faculty member of a business school. As standards for academic performance continue to rise among hiring business schools, more rigorous academic training is required for full-time faculty

positions. Hitotsubashi ICS strongly recommends that candidates seeking a career in academia enroll in the program full time and contact the school one or two years prior to applying to the DBA program. This course of action improves the likelihood of a full-time doctoral student securing funds from their first year via external research fellowships such as the Research Fellowship for Young Scientists of the Japan Society for the Promotion of Science (JSPS).

- (2) Faculty members and instructors at other business schools currently not holding a doctoral degree (e.g., *Jitsumuka-kyoin* at Japanese business schools) and seeking to develop their research, education and academic careers at a higher level as doctoral degree holders.
- (3) Experienced senior management practitioners who have already formulated clear research ideas through their own work experiences and are envisioning the DBA degree as an integrated part of their business careers.

DBA candidates must maintain residency in Japan while enrolled at Hitotsubashi ICS in order to participate in the program's courses and meetings with faculty members.

Professor Satoshi Akutsu is the DBA Program Director and Ms. Nori Mogawa is the administrative staff in charge of the DBA Program. Students may request any member of the DBA faculty to be their thesis advisor, contingent on obtaining approval from the DBA Program Committee and the faculty member concerned.

Application and Admissions Procedures

(1) Maximum number of students to be admitted for 2022

- Four (4) students

(2) Qualification of applicants

- An MBA or other master's degree is required for admission. Applicants requesting an exemption must seek approval from the DBA Program Committee beforehand. Please inquire before February 2, 2022 if seeking an exemption.
- Two or more years of full-time work experience, or approval for exemption from the DBA Program Committee.
- A good command of English, with a score above 109 in TOEFL iBT or 7.5 in IELTS Academic or equivalent (see Section 3 below).
- GMAT score of 600 or higher, or GRE score of 160 or higher on Quantitative Reasoning and 150 or higher on Verbal Reasoning.

(3) Required application documents

Documents	Details
Application form (Form A)	Completed and signed with a photo attached
Master's degree certificate	Degree certificate or certified copy of a diploma signed by the president or dean of the university
Official transcript of MBA or master's degree	Official or certified copy of transcript signed by the president or dean of the university
Career accomplishments	Description of candidate's business background and major business accomplishments to date (Maximum length: 3 pages, double-spaced)
Personal statement	Inclusive of the following information: (1) Intended field of specialization (e.g., strategy, marketing, organization, operations management, knowledge management, etc.) and specific topics of interest within that field (2) Research proposal (i.e., title, intended topic of thesis and intended research method) (3) Explanation of how a doctoral degree from Hitotsubashi ICS will assist in the achievement of career goals (Maximum length: 10 pages, double-spaced)
Reference letters (Form B)	Two letters of reference: (1) From persons who have been directly responsible for assessing the candidate's work and/or academic performance

	(2) Preferably one from an employer and one from an academic supervisor
Official TOEFL or IELTS score report	<p>(1) Applicants are required to have the official score reports sent directly to Hitotsubashi ICS. TOEFL University Code No.: 8682 IELTS Department: Hitotsubashi ICS Admissions Office University: Hitotsubashi University Address: National Center of Sciences, 2-1-2 Hitotsubashi, Chiyoda-ku, Tokyo 101-8439, Japan</p> <p>(2) Hitotsubashi ICS strongly recommends that candidates take the TOEFL/IELTS at least one month before the application deadline to ensure that the official score report is received in time.</p> <p>*The following applicants are not required to include this item.</p> <ul style="list-style-type: none"> • Applicants whose native language is English • Applicants who graduated with a bachelor's or higher degree from a program conducted entirely in English (Applicants who graduated with a bachelor's or higher degree from a program conducted entirely in English in a country other than Australia, Canada, Ireland, New Zealand, the UK or the US must notify the Hitotsubashi ICS Admissions Office by email (chiyoda-info@hub.hit-u.ac.jp) no less than ten days before the application deadline.) • Applicants who have worked for over three years in an English-speaking country
Official GMAT or GRE score report	<p>(1) Applicants are required to have the official score reports sent directly to Hitotsubashi ICS. GMAT University Code No.: F6R-Q5-52 GRE University Code No.: 1617</p> <p>(2) Hitotsubashi ICS strongly recommends that candidates take the GMAT or GRE at least one month before the application deadline to ensure that the official score report is received in time.</p>
Proof of application fee payment (JPY 30,000)	<p>See page 8 for payment procedures.</p> <ul style="list-style-type: none"> • The application fee is exempted for individuals who graduated or are expected to graduate from a master's program of Hitotsubashi University after September 1, 2021. • Japanese government-sponsored students (<i>Kenkyusei</i>) are not required to pay the application fee; please enclose the government scholarship certificate issued by the enrolled university.
Photocopy of relevant passport page(s)	<p>Passport page(s) must include the candidate's name, photo, and passport number.</p> <p>*Applicants who do not need a student visa are not required to include this item.</p>

Notes:

- All documents must be written in English. For any documents or certificates written in another language, please attach an English translation.
- Application documents will not be returned to applicants. The application fee is non-refundable.
- All official documents must be originals; photocopies are not acceptable.
- Application forms should be typed using a computer or word-processor.
- Only complete applications will be considered. Incomplete applications at the time of the application deadline will not be considered.

(4) Application procedures

All application documents **must be sent in one envelope to the following address by either registered mail or courier service**. Please write “DBA Application Documents” in red on the envelope.

Application period: **Thursday, March 17– Wednesday, March 30 2022**
 Address: Admissions Office
 Hitotsubashi University Business School
 School of International Corporate Strategy
 National Center of Sciences, 5th Floor
 2-1-2 Hitotsubashi, Chiyoda-ku
 Tokyo 101-8439, Japan

(5) Admissions procedures

The selection process involves two screenings. The first screening consists of a review of the written application documents, including the research proposal. The second screening consists of an interview.

- (a) First screening (based on the written application documents)
- Screening criteria include the candidate’s level of academic aptitude and writing ability.
 - The results of the first screening and the details of the second screening will be communicated to all applicants by email shortly after **Friday, April 15, 2022**.
- (b) Second screening (interview)
- Date/time: **Friday, April 22, 2022**; 30 minutes per applicant
 - Interview based on the application documents
 - Location: Hitotsubashi University Chiyoda Campus (National Center of Sciences)
 - The interview method is subject to change depending on circumstances.

(6) Announcement of final result

Candidates will be notified of the admission decision by email and by post on **Thursday, May 19, 2022**. Decisions will not be communicated by telephone or fax.

(7) Period for completion of enrollment

- (a) Registration period: **May 23 – 27, 2022**

- (b) Matriculation fee: JPY 282,000 (preliminary estimate)
- The matriculation fee is exempted for individuals who graduated from a master's program of Hitotsubashi University after September 1, 2021, as well as individuals who are graduates of a master's program of the Graduate School of Business Administration, the Graduate School of International Corporate Strategy, or the Graduate School of Commerce and Management.
 - For all other applicants, the matriculation fee must be paid through a bank transfer using the prescribed form provided by Hitotsubashi University.
 - The form will be sent with an acceptance letter.

(8) Notes

- (a) Admissions enquiries should be made only by email (chiyoda-info@hub.hit-u.ac.jp) or fax (+81 (0)3-4212-3006).

- (b) The annual tuition fee is **JPY 642,960**, payable in two installments of **JPY 321,480** each in October 2022 and April 2023.

The above tuition fee is a preliminary estimate. Should the actual amount become subject to revision at the time of admissions or during enrollment, the new revised amount shall be applied and go into effect from the time of revision.

- (c) Applicants who have disabilities or special needs that require accommodating in the application process and/or once they start their program at Hitotsubashi ICS should notify the Hitotsubashi ICS Admissions Office by Wednesday, February 2, 2022 prior to submitting their DBA Program application documents. Although the Hitotsubashi ICS Admissions Office will accept such notifications after this date, it may not be able to make arrangements necessary to accommodate disabilities/special needs in time for the screening and/or the program starting date.

Requesting such accommodation for the application process as per the above does not constitute an obligation to apply to Hitotsubashi ICS. A person who is undecided about whether to apply for the DBA Program may still submit such accommodation requests.

Note: Depending on the type(s) of accommodation requested, it may take some time for the Hitotsubashi ICS Admissions Office to respond.

- (d) Please be aware that a health examination taken at the Chiyoda Campus or submission of a certificate (copy) of a health examination taken within one year from October 2022 is mandatory for all students newly enrolled at Hitotsubashi ICS in the autumn term of 2022.

Application Fee

Please pay the application fee of JPY 30,000 **during the application period.**

Applicants in Japan

■ Payment at a convenience store / Payment by Pay-easy, internet banking or credit card

Instructions can be found at the following link:

<https://www.hit-u.ac.jp/faculties/graduate/examfee.html>

*Please select “経営管理研究科” > “博士後期課程” > “国際企業戦略専攻” > “DBA プログラム” when selecting the category.

■ Payment by bank transfer

Payment can be made by bank transfer to the account below.

Bank name: Sumitomo Mitsui Banking Corporation

Branch: Kunitachi Branch

Account name: Hitotsubashi University

Savings A/C no.: 7761795

Applicants outside Japan

■ Payment by credit card

Instructions can be found at the following link:

<https://www.hit-u.ac.jp/faculties/graduate/examfee.html>

*Please select “Graduate School of Business Administration” > “Doctoral Programs” > “School of International Corporate Strategy” > “HUB ICS DBA Program” when selecting the category.

Notes:

- The application fee of JPY 30,000 is **non-refundable**.
- Japanese government-sponsored students (Kenkyusei) are not required to pay an application fee; please submit a government scholarship certificate issued by the enrolled university.
- Bank checks are not an acceptable form of payment.
- In the event of the full amount of the application fee not being transferred within the application period, the application will not be accepted.

Application Form (A)

Please type your responses to all questions or write them legibly by hand.

Your Name (Family)	(Given)

Your Name (Family)	(Given)

(Write your name in Japanese or Chinese characters (kanji, if used).)

Please attach a recent photograph showing your full face

(4 cm x 5 cm)

Personal data

Home address

Home telephone

Business telephone

Facsimile number (if available)

E-mail address (required)

Date of birth

Month / Day / Year

Gender Male Female

Nationality/Region
(Name of Country or Region)

Native language

Other languages

Educational data

	Name of institution	Location	Period		Number of years
			From (mo/yr)	To (mo/yr)	
Secondary education / Upper school					
Higher education / Undergraduate level					
Higher education / Graduate level					

Undergraduate field of study

Undergraduate degree earned

Honors and awards (if any)

Graduate field of study

Graduate degree earned

Honors and awards (if any)

Extracurricular collegiate / community activities

Activities (Indicate undergraduate "U", graduate "G", or community "C")	Dates (from-to)	Offices held, if any

Employment data

Beginning with your most recent employer, please list your full-time work experience below:

1

Employer / Company	From (mo/yr)	To (mo/yr)

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> Banking | <input type="checkbox"/> Securities | <input type="checkbox"/> Insurance | <input type="checkbox"/> Trading, Foreign & Domestic |
| <input type="checkbox"/> Iron and Steel Manufacturing | <input type="checkbox"/> Chemical Manufacturing | <input type="checkbox"/> Food Production | <input type="checkbox"/> Textiles |
| <input type="checkbox"/> Electronic Devices and Machine Manufacturing | <input type="checkbox"/> Construction and Real Estate | <input type="checkbox"/> Transportation | |
| <input type="checkbox"/> Information and Communications | <input type="checkbox"/> Journalism | <input type="checkbox"/> Gas, Electricity, and Petroleum | |
| <input type="checkbox"/> Other Services | <input type="checkbox"/> Public Services | | |

Location	Final job title

Responsibilities

2

Employer / Company	From (mo/yr)	To (mo/yr)

Location	Final job title

Responsibilities

3

Employer / Company	From (mo/yr)	To (mo/yr)

Location	Final job title

Responsibilities

4

Employer / Company	From (mo/yr)	To (mo/yr)

Location	Final job title

Responsibilities

References

Please list below the two individuals whom you have asked for references. References should come from persons who have been directly responsible for assessing your work and/or academic performance. At least one reference should come from an employer or supervisor.

1					
	Name (Family, Given)				
	<table border="1" style="width: 100%; border-collapse: collapse;"><tr><td style="width: 50%; height: 25px;"></td><td style="width: 50%; height: 25px;"></td></tr><tr><td>Position</td><td>Organization</td></tr></table>			Position	Organization
Position	Organization				
2					
	Name (Family, Given)				
	<table border="1" style="width: 100%; border-collapse: collapse;"><tr><td style="width: 50%; height: 25px;"></td><td style="width: 50%; height: 25px;"></td></tr><tr><td>Position</td><td>Organization</td></tr></table>			Position	Organization
Position	Organization				

I certify that all statements made in this application are true and accurate, and that responses to all essay questions are my own. I understand that falsification or misrepresentation of any information in this application is grounds for automatic revocation of all offers of admission and may result in expulsion from Hitotsubashi University Business School, School of International Corporate Strategy.

Signature	Date

Reference Form (B)

To the Applicant

Please complete only the top portion of this form. Your recommender should complete the rest of the form.

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Your Name (Family)

(Given)

To the Recommender

The person whose name appears above is applying for admission to the Doctor of Business Administration Program in Hitotsubashi University Business School, School of International Corporate Strategy.

Please provide your reference on your own letterhead or stationery. In your letter, please answer the following questions as candidly and specifically as possible:

- (1) How long and in what capacity have you known the applicant?
- (2) Please provide a short list of specific activities which demonstrate the applicant's salient talents and strengths; e.g., analytical skills, intellectual curiosity, research skills, and ability to set and achieve goals.
- (3) Please discuss observations you have made concerning the applicant's interpersonal skills.
- (4) Please comment on your assessment of the applicant's ability to successfully carry out a major research project.

Please return this form and your reference to the applicant in a sealed envelope, with your signature across the seal. The applicant will submit the sealed, signed envelope to us as part of the completed application package.

The Admissions Committee is aware of the time and care necessary to prepare this form. We gratefully acknowledge your help.

(5) Please give us your appraisal of the applicant in terms of the qualities listed below:

	Inadequate opportunity to observe	Below average (Bottom third)	Average (Middle third)	Good (Top third)	Excellent (Top 10%)	Exceptional (Top 1%)
Academic potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analytical ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logical Reasoning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quantitative ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inquisitiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perseverance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to build and express a convincing argument	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Imagination and creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation and drive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal maturity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-discipline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide daytime telephone number should the Admissions Committee need to contact you regarding this letter of reference.

Telephone number

Recommender's signature

Recommender's name (please print)

Date

Position or title

Organization

Business address

Home address

Contact Us

Address

Hitotsubashi ICS is housed within the Gakujutsu Sogo Center (National Center of Sciences).

Hitotsubashi University Business School
 School of International Corporate Strategy
 National Center of Sciences
 2-1-2 Hitotsubashi, Chiyoda-ku
 Tokyo 101-8439 JAPAN
 Admissions Office: 5th Floor



Getting to Hitotsubashi ICS by Train

From Takebashi Station

Take the Tokyo Metro Tozai line to Takebashi Station. Approximately a four-minute walk from Exit B1.

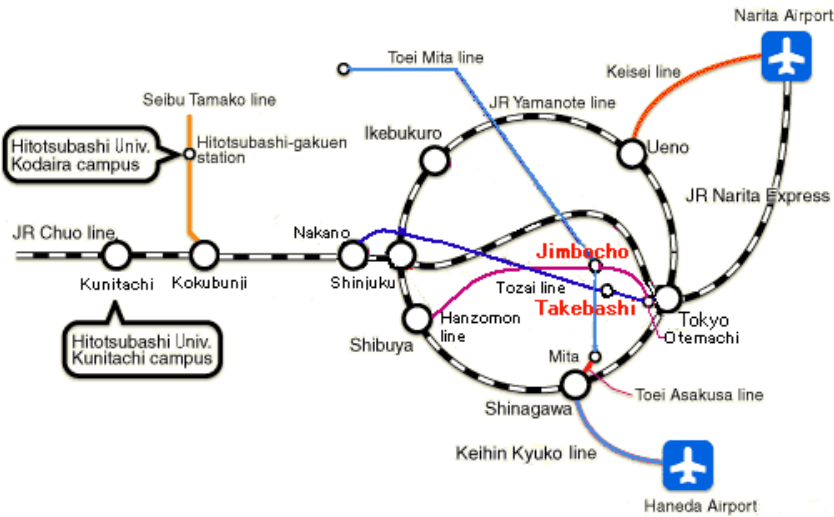
From Jimbocho Station

Take the Tokyo Metro (Hanzomon line) or Toei Subway (Shinjuku or Mita lines) to Jimbocho Station. Approximately a three-minute walk from Exit A8.

International Arrival

From Narita Airport

Take the Narita Express train to Tokyo Station (approx. 60 minutes), walk to Otemachi Station (approx. 5 minutes), then take the Tozai line to Takebashi Station. Alternatively, take the Mita line from Otemachi Station to Jimbocho Station.



From Haneda Airport

Take the Keihin Kyuko line to Mita Station (approx. 28 minutes), then change to the Toei Mita line and get off at Jimbocho Station.