



The Global Knowledge Hub in Tokyo



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Hitotsubashi University Business School
School of International Corporate Strategy (Hitotsubashi ICS)
National Center of Sciences,
2-1-2 Hitotsubashi, Chiyoda-ku,
Tokyo 101-8439, JAPAN



For more information

Visit Hitotsubashi ICS Website
<http://www.ics.hub.hit-u.ac.jp/>



For inquiries

ics-opencampus@ics.hub.hit-u.ac.jp



Donate to Hitotsubashi ICS

<https://info.ics.hub.hit-u.ac.jp/en/givenow>

@HitotsubashiICS #HitotsubashiICS



Message from the Dean

At Hitotsubashi ICS, we are achieving the “Best of Two Worlds” by acting as a bridge between cultures, academic disciplines, and business mindsets.

ICS contributes to the betterment of society by bridging: the future and the present; idealism and realism; and societal changes and innovations.

As dean, I send my warmest welcome to Hitotsubashi ICS.

Hitotsubashi University Business School shares the long-time mission of its parent school, Hitotsubashi University, which is to nurture the “Captains of Industry.” Our university forefathers, with their great wisdom and foresight, procured a site in Tokyo’s business district just blocks away from the Imperial Palace. The palace grounds, with lush greenery, are surrounded by urban multiplexes, sparkling corporate HQs, innumerable eateries, and easy access to subway and rail transportation.

Hitotsubashi University’s Graduate School of International Corporate Strategy (Hitotsubashi ICS) was established in 2000 as Japan’s first global, all-English MBA program. Hitotsubashi University, itself, started out in 1875 as an institute for business training, tasked with producing “modern” businessmen. Hitotsubashi ICS shares with Hitotsubashi University a staunch commitment to excellence in business education and academic research, and, like its parent school, demonstrates a strong pioneering spirit. Hitotsubashi ICS quickly established its unique positioning in Japan with the launch of English-only MBA and DBA programs, which are supported by a depth of research, a strong network with business leaders and innovators, and an international faculty and student body. Today, through its very own Signature Courses, Hitotsubashi ICS teaches at the frontier of business education.

It is our policy to keep the entering classes small. Our student-faculty ratio is 5:1. The students belong to seminars, a format that allows for regular group discussions. These seminars are led by faculty members. The small size of the entering class gives students the opportunity to work closely with each other and also their professors. They can get to know each other well, both inside and outside the classroom. “The ICS Experience” often results in strong relationships, sometimes even life-long relationships.



We design our program as a “leadership development journey.” We do more than just equip our students with a 21st century skill set. Through our core MBA courses and an integrated set of our own courses, students will: (1) discover their own leadership philosophy and an authentic leadership style; (2) understand diverse perspectives; and (3) embrace the complexities of reality, taking a large step toward becoming a wise leader, one that can lead others in this unpredictable, complex world, for the betterment of society.

At Hitotsubashi ICS, all that we do is guided by our Mission, Vision, and Core Values. Learn how these contribute to a premium learning experience.

I invite you to explore “the Hitotsubashi ICS Difference.” You can view our website and register for the next online Admission Event, and even take part in an Open Campus event (i.e., attend an online mock lecture to have the ICS classroom experience). For anyone aspiring to a stellar global career, the keys are a willingness to see the world from a different perspective and a pioneering spirit.

Emi Osono, Ph.D.
Dean, Professor
Hitotsubashi ICS

A handwritten signature in black ink that reads "Emi Osono".



Since 2000, Hitotsubashi ICS has made its mark on the world by developing perceptive, agile, and savvy knowledge creators who run the flag of inspired business forward.



From the heart of Tokyo, amid inviting urban multiplexes, sparkling corporate HQs, innumerable experiences and, just a few blocks away, Japan's Imperial Palace - we welcome you to Hitotsubashi ICS.

Mission, Vision and Core Values

HITOTSUBASHI ICS: SOUL AND SPIRIT

Our faculty, team members, and students demonstrate the soul and spirit of Hitotsubashi ICS through dedicated service to our mission, inspired action towards our vision, and everyday practice of our core values and principles.

MISSION | why we do what we do

Embracing complexity and achieving the "Best of Two Worlds" – by acting as a bridge linking Japan to all of Asia and the world, and as an international center of excellence for the creation, management and dissemination of knowledge.

VISION | what we strive to be

To be one of the world's prominent business schools, developing global-minded leaders who are expert on Japan, connected to Asia, and capable of making a significant and positive impact.

CORE VALUES AND PRINCIPLES | the ideals we strive to uphold

- **EXCELLENCE**
We aspire to greatness in the classroom, in research, in institutional development, and in all we do.
- **INTEGRITY**
We believe that living according to a moral code builds respect and trust.
- **IMAGINATION**
We are not confined by assumed parameters, but instead use our imagination to develop innovative ideas and novel ways of solving problems.
- **INCLUSIVENESS**
We are embracing of all people, always thinking inclusion rather than exclusion.
- **INITIATIVE**
We look to serve by identifying and addressing existing needs, and anticipating emerging needs.

HITOTSUBASHI UNIVERSITY | producing captains of industry

Hitotsubashi University began life as the "Institute for Business Training" in the heart of Tokyo in 1875. Its program featured an accounting course, and an English conversation course taught by an American. After the Great Kanto Earthquake of 1923, the majority of the Institute's buildings were destroyed. Consequently, the school relocated to Kunitachi, a location conveniently accessible by a short train journey from central Tokyo. Remarkably, to this day, the main campus of Hitotsubashi University remains situated to this present day.



Hitotsubashi University is a public, national institution administered by the Ministry of Education, Culture, Sports, Science and Technology (MEXT). Many Hitotsubashi graduates are "Captains of Industry," towering figures in Japanese business dating back to the university's founder, Eiichi Shibusawa, an industrialist widely known as "the father of Japanese capitalism." A more recent example is Hiroshi Okuda, former president and chairman of the Toyota Motor Corporation (1999-2006). He has the distinction of being the company's first president not related to the founding family. Another example is Hiroshi Mikitani, founder, chairman and CEO of Rakuten Group, Inc., Japan's largest e-commerce site.

In 1998, Hitotsubashi University established Hitotsubashi ICS as a global, all-English business school in central Tokyo. ICS welcomed its inaugural class of students in 2000. Hirotaka Takeuchi, formerly of Hitotsubashi University and currently Professor of Strategy at Harvard Business School, led the initiative and was its founding dean. The keynote speaker at the opening ceremony of Hitotsubashi ICS was Professor Michael E. Porter of Harvard Business School. In 2001, Hitotsubashi ICS became the proud organizer of the annual Porter Prize event, recognizing Japanese companies that exemplify leading-edge innovative strategies.



Global Network

Hitotsubashi ICS melds global learning with regional savvy.

GLOBAL NETWORK FOR ADVANCED MANAGEMENT

"The Global Network provides Hitotsubashi ICS students with a gateway to unique learning journeys around the world. Through week-long intensive immersions, multi-week cross-border team projects, semester exchange programs and/or double-degree programs, our students have the opportunity to further develop a global mindset, discover their leadership style and deepen cross-cultural understanding."

– Yoshinori (Yoshi) Fujikawa, Faculty in Charge of External Affairs, Hitotsubashi ICS.

1. Global Network for Advanced Management

An MBA with a global mindset

Hitotsubashi ICS is a founding member - and the only member in Japan - of the Global Network for Advanced Management (GNAM), an alliance of 32 (and counting) leading business schools that connects students to exceptional global opportunities. Hitotsubashi ICS is one of the GNAM's most active members, offering a complete set of GNAM learning opportunities, including Global Network Weeks, Global Network Courses, and Global Virtual Teams. ICS has led a number of GNAM initiatives and our students are among the most active in both contributing to and reaping the benefits of GNAM membership.

Global Network Weeks (GNWs)

GNWs are one-week intensive immersions held in locations all over the world. In AY2023-2024, more than 900 GNAM students worldwide participated in 19 modules hosted by 19 schools around the globe. Hitotsubashi ICS students are avid GNW travelers, with over 90% taking advantage of this exciting learning opportunity each year to study in destination cities such as Bangalore, Cape Town, Hong Kong, Madrid and New Haven. Moreover, our own GNW Hitotsubashi ICS module has been among the top three most over-subscribed programs since the beginning of the GNW initiative.



Global Network Courses (GNCs)

Also known as Small Network Online Courses (SNOCs), GNCs are online courses – mostly synchronous, with some asynchronous components – offered by GNAM member schools. In AY2023-2024, around 2,100 GNAM students were enrolled in 80 GNCs offered by 27 schools. Some examples of GNCs offered in the recent academic year include (but are not limited to): Agile Leadership (ESMT, Germany), AI & Digital Strategy (Renmin, China), Corporate Sustainability and Responsibility (Stockholm School of Economics, Sweden), Fintech and Big Data Financial Analytics (HKUST, Hong Kong), Managing Cybersecurity (AIM, Philippines), Natural Capital (Yale SOM, USA), and Urban Resilience (UBC Sauder, Canada). Service Management, one of Hitotsubashi ICS's own GNCs, has been among the top five most popular courses offered in the network.

Global Virtual Teams (GVTs)

The GVT initiative brings students from GNAM schools together to work in teams consisting of members located across the world. GVT provides Hitotsubashi ICS students with opportunities to gain hands-on practice that will be important to their post-MBA career and leadership journeys. Students apply knowledge and skills learned in courses already taken (such as organizational behavior, team dynamics, and cross-cultural communication) during a real-time negotiation exercise. In AY 2023-2024, more than 456 students participated from 12 GNAM schools participated in GVT.

Global Network Member Schools

Launched in 2012, the Global Network for Advanced Management includes 32 business schools from diverse regions, countries, cultures, and economies in different phases of development.



Global Network Member Schools



2. BEST (Beijing Seoul Tokyo) Alliance

Along with a global mindset, future business leaders need to develop regional savvy – in Hitotsubashi ICS's case, in vast and dynamic East Asia. The BEST Alliance (Beijing Seoul Tokyo) – uniting Hitotsubashi ICS with esteemed regional partners, the Graduate School of Business at Seoul National University and Guanghua School of Management at Peking University – helps students do precisely that. The three schools engage in student exchange, offering jointly a signature immersion program involving travel across three cities (DBIA: Doing Business in Asia), faculty-led research collaboration, and annual symposia.

3. Double Degree/ Exchange Programs

Students in the Hitotsubashi ICS Two-Year MBA program have the opportunity to earn an MBA from two business schools after fulfilling

residence and earning credit requirements at both institutions. Hitotsubashi ICS offers Double Degree (DD) programs with the Graduate School of Business, Seoul National University (SNU); the Guanghua School of Management, Peking University (PKU); the Indian Institute of Management, Bangalore (IIMB); Renmin University (Renmin); and Yale School of Management (Yale). Please note that the DD program at PKU requires three years in total (one year at ICS and two years at PKU), unlike other DD programs that require two years (one year at each institution). In addition to DD programs, Two-year MBA Program students can participate in semester exchange (EX) programs with more than 15 partner schools around the world. Our EX partners include (but not limited to): Chinese University of Hong Kong (Hong Kong), Darden School of Business (USA), EGADE Business School (Mexico), Esade Business School (Spain), and London Business School (UK).

Faculty

Hitotsubashi ICS faculty offer the best of research and practice.



AKUTSU, Satoshi (Toshi)
Professor, DBA Program Director, Thought Leadership Director

FUJIKAWA, Yoshinori (Yoshi)
Professor

FUJITANI, Ryosuke
Assistant Professor, DBA Program Faculty

HATTORI, Masazumi (Masa)
Professor, DBA Program Faculty

IMAEDA, Masahiro
Visiting Professor



ONO, Jody L
Specially Appointed Professor

OSONO, Emi
Professor, Dean, Executive Education Program Director

OUE, Shingo
Associate Professor, DBA Program Faculty

ROBINSON, Patricia (Tish)
Specially Appointed Professor

SIBALA, Catherine
Specially Appointed Assistant Professor



INABA, Kei-ichiro
Specially Appointed Professor

KANNO, Hiroshi
Visiting Lecturer

KAWADA, Hideki
Visiting Lecturer

KUSUNOKI, Ken
Specially Appointed Professor

LEE, Jinju
Assistant Professor, DBA Assistant Director, Thought Leadership Assistant Director



SUMIYAMA, Allan
Visiting Lecturer

SUN, Kangyong
Associate Professor, DBA Program Faculty

SUZUKI, Satoko
Professor, DBA Program Faculty, MBA Program Director

YAMAMOTO, Shohei
Specially Appointed Assistant Professor, DBA Program Faculty

NOH, Sungchul
Associate Professor, DBA Associate Director



NAWA, Takashi
Visiting Professor

NOMA, Mikiharu (Mick)
Professor

NONAKA, Ikujiro
Professor Emeritus, Hitotsubashi University

OKADA, Erica
Professor, DBA Program Faculty, Thought Leadership Associate Director

ONO, Hiroshi
Professor, DBA Program Faculty



HYUN, Youyung
Assistant Professor

HATAKEYAMA, Yasu
Visiting Professor

BRAYMAN, Thomas (Tom)
Visiting Lecturer, Hitotsubashi ICS

ITO, Seiya
Specially Appointed Professor, Hitotsubashi ICS

TAMURA, Kotaro
Visiting Professor, Hitotsubashi ICS

TANABE, Yuri
Visiting Lecturer, Hitotsubashi ICS

HORIGUCHI, Sachiko
Visiting Professor, Hitotsubashi ICS

IKUNO, Yuki
Visiting Lecturer, Hitotsubashi ICS

SHIBUYA, Miki
Visiting Lecturer, Hitotsubashi ICS

MBA

Full-time/1 year or 2 year

Academic degree awarded

Master of Business Administration (MBA)

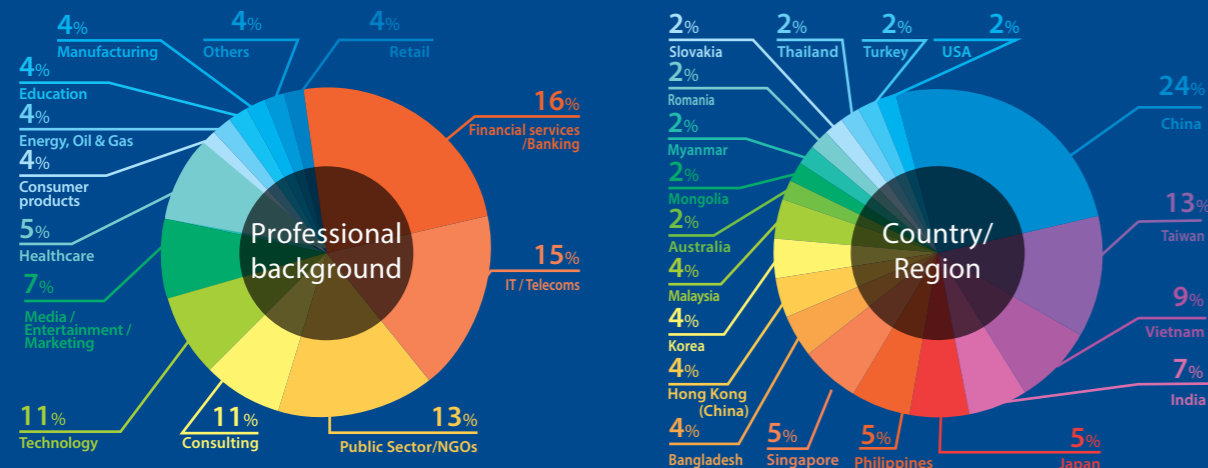


Satoko Suzuki
MBA Program Director

MBA at a glance



Class of 2024



As of June 2023

MBA

Program Structure and Curriculum



Student life

Our alumni will tell you that Hitotsubashi ICS has a warm atmosphere that prioritizes deep learning, genuine relating, and personal development. Because of our small size, what begin as acquaintances in Foundation Week develop into deep friendships, mentorships, even business alliances. Each cohort builds camaraderie, class spirit, and a keen sense of Hitotsubashi ICS identity.



We're organized

With some ten elected positions, the MBA Student Board offers students the opportunity to lead, support, and shape program activities throughout the year.

The contribution of the Student Board to each student's Hitotsubashi ICS experience embodies our positive, familial spirit.

We're holistic

At Hitotsubashi ICS, we view professional wellness as a holistic endeavor. As a globally-minded institution, we listen to our students, nurturing an inclusive learning environment where each individual can engage fully in any activity they choose.

We're prepared

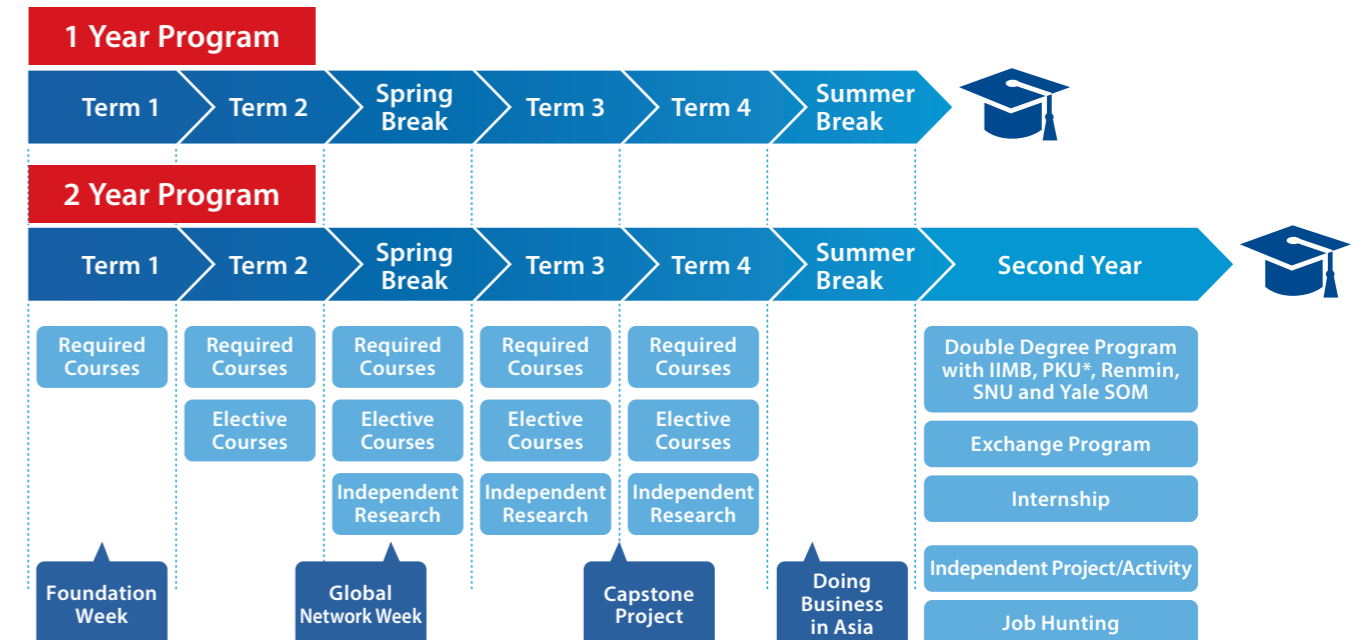
Within the Hitotsubashi ICS community of students, admin teams, and faculty, we cultivate a spirit of preparedness to enhance all dimensions of your learning experience. All across our instructional, administrative, career development, and academic advisement activities, we are forward-looking - always encouraging you to envision the next chapters in your story, and to prepare for the best the world can offer.

Hitotsubashi ICS offers both one and two-year full-time MBA programs, with prospective students selecting one of these at the time of application. About half of the incoming class enters each program. Admission criteria are identical for both programs, since all students take the same required courses together in the first year, follow the same academic calendar, and must meet the same earned credit requirements for graduation.

Structure

Our academic year is divided into four terms, during the breaks. Elective courses and non-compulsory activities may be offered.

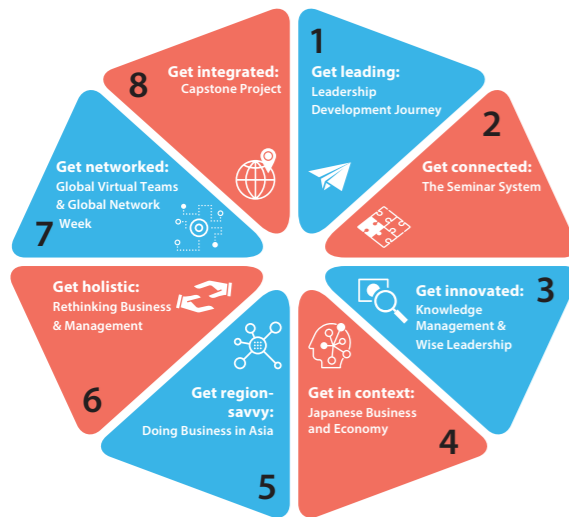
Structure



*Please note that the Double Degree (DD) program at PKU requires three years in total (one year at ICS and 2 years at PKU), unlike the other DD programs that require two years (one year at each institution)

MBA Signature Courses

Hitotsubashi ICS teaches at the frontiers of business education. And through an integrated set of signature courses, we develop each individual student with a degree of personalization unmatched anywhere. Integrated with the core MBA curriculum, these signature courses challenge students to explore alternative business models and frameworks, to understand the purpose of business in society, and to lead in organizations and society, all within context.



1 Get leading: Leadership Development Journey

This course offered in line with the ICS MBA educational philosophy of MBA as a leadership development journey, offers an in-depth exploration of each student's personal leadership growth throughout the first year of the Hitotsubashi ICS MBA program. This course is part of our commitment to fostering leadership development, and what makes it truly special at ICS is the personalized one-on-one coaching each student receives. This unique feature is possible because of ICS bespoke approach, allowing us to provide individualized attention and support.



2 Get connected: The Seminar System

Every student joins a small (3-4 person) Seminar offered by a faculty member. Throughout the program and after graduation, Seminars remain a growing group of uniquely connected alumni: membership is for life!

3 Get innovated: Knowledge Management & Wise Leadership

The theory of knowledge creation teaches how making tacit knowledge explicit drives innovation. In the 21st century, this is crucial for the success of firms, NPO/NGOs, and governments. Hitotsubashi ICS is a global focal point for research and dissemination in knowledge creation, pioneered by Ikujiro Nonaka, Professor Emeritus, Hitotsubashi University and scholar in residence with us. Nonaka also introduces practical wisdom as a complementary source of knowledge and emphasize its importance for leadership.

4 Get in context: Japanese Business and Economy

To begin the MBA journey, JBE takes student on a riveting tour of Japan's past, present, and future. The story of Japan's postwar recovery, its meteoric rise to wealth unprecedented in the region, its dedicated path to modernization - and today, its position as a global innovative force and thought leader - is one that Hitotsubashi ICS tells like no other. After experiencing JBE, student will forever be in context in Japan.

5 Get region-savvy: Doing Business in Asia

Each year brings a new theme for this course surveying business practice in China, Korea and Japan, offered with our partners in the BEST Alliance - Beijing, Seoul, and Tokyo. About ten students from each partner school (Guanghua School of Management, Peking University; Graduate School of Business, Seoul National University and Hitotsubashi ICS) work and visit companies together for 16 days. Offered at the end of the first year of study, DBiA gives different test fields and contexts for the analytical skills that student build during the year.

6 Get holistic: Rethinking Business & Management

The discussion around rethinking capitalism is expansive, with contributions coming from a wide range of individuals and groups, each bringing unique perspectives and backgrounds. This course explores diverse perspectives on rethinking capitalism, encouraging students to critically engage with various viewpoints from the business world. It aims to provoke thoughtful consideration and personal insight into capitalism's future and the evolving roles of business and management in the 21st century.

7 Get networked: Global Virtual Teams & Global Network Week

Through the Global Network for Advanced Management (GNAM), GVT course brings students from GNAM schools together to work in global and virtual teams. Assumptions regarding information, perspectives, frames of reference, and preferences abound in more serious ways in global virtual teams. The exercise provides students with real-time practice that will be important to their effectiveness. GNAM schools students also have access to these highly popular 1-week intensive GNW courses offered in locations all over the world - Bangalore, Cape Town, Hong Kong, Madrid, New Haven and many more.



8 Get integrated: Capstone Project

Capstone Project provides students with opportunities to integrate what students have learned from all the courses completed in the MBA curriculum, and apply their learning to analyze the situations, identify the key issues, and develop action plans for the real-world.

MBA Career Development

Envision your future:

How Hitotsubashi ICS Career Services Office will help you

- Personalized focus on developing your unique, global career
- Complete job search process: building a search strategy, honing search skills, and connecting with potential employers
- Proven expertise in helping international students build careers in Japan
- A resource available to you even after graduation
- Deep working relationships with potential employers, offering students the right connections to organizations they seek

Placement by numbers*

Either placed or received an offer within 6 months of graduation	95
• Placed in Japan	80
Placed with Japanese companies	35
Placed with foreign companies	65

In % Hitotsubashi ICS 2022 MBA graduates *Excluding YLP students.

Hitotsubashi ICS MBA Graduates: Placement, 2012-2022

Financial services

- AIG Japan Holdings Kabushiki Kaisha
- Aon Benfield Japan Ltd.
- Aozora Bank, Ltd.
- APS Asset Management (Japan) Co., Ltd.
- Bank of Brazil
- Daiichi Life International
- Eurex Frankfurt AG (Tokyo Office)
- Frontier Securities
- Gearshift Group
- G Three Holdings CORPORATION
- Ichigo, Inc.
- Locust Walk
- Manulife Investment Management (Taiwan) Limited.
- Merrill Lynch
- Mizuho Financial Group, Ltd
- Mizuho Securities Co., Ltd.
- Natwest Markets
- Nikko Asset Management Co., Ltd.
- ORIX Corporation
- Pimco Japan
- Plentina Lending, In .
- SBI BITS Co., Ltd
- SBI SECURITIES Co.,Ltd.
- Scrubbed.net, LLC.S
- SMBC Nikko Shoken
- Sompo Japan Nipponkoa Insurance Ltd.
- Sumitomo Mitsui Trust Bank
- Tokio Marine Holdings, Inc.
- Tokyo Star Bank, Ltd.
- Wise Payments Malaysia Sdn. Bhd.
- YJFX, Inc.
- Zurich Life

Consulting

- Accenture Japan Ltd
- Aon Hewitt Japan, Ltd.
- The Boston Consulting Group
- BTS Japan K.K.
- Deloitte Tohmatsu Group
- The ERM International Group Limited
- es Networks Co., Ltd.
- EY Japan
- Global Link Management, Inc.
- JCA Holdings
- KPMG Assurance and Consulting Services LLP,
- McKinsey & Company Japan
- Nomura Research Institute, Ltd.
- Oliver Wyman
- PwC Japan Group
- Qunie Corporation
- Rise Consulting Group, Inc.

IT, e-Commerce, Cybersecurity

- Amazon Japan K.K
- Asrion Japan Holdings G.K.

- Dassault Systèmes K.K.
- Google Japan
- Japan Computer Services, Inc
- Kakaku.com, Inc.
- Microsoft Japan
- Marine Software
- Murex Asia
- NTT Data Corporation
- Pactera APAC
- Rakuten, Inc.
- SB Cloud Corp.
- SECOM Co., Ltd.
- Uber

Retail

- Adastria Co.,Ltd
- Fast Retailing Co., Ltd.
- Lawson, Inc.
- Mercedes-Benz Japan
- Narumiya International Co., Ltd.
- Ryohin Keikaku Co., Ltd.
- Tell a Tale, Inc.

Manufacturing

- Apple Japan
- ASM Japan K.K.
- Daikin Industries, Ltd.
- Konica Minolta, Inc.
- LIXIL Group Corporation
- Mitsubishi Fuso Truck and Bus Corporation
- Nissan Motor Co., Ltd.
- NS Solutions Corporation
- Philips Japan, Ltd.
- Shimano, Inc.
- Sony (China) Co., Ltd.
- Sony Corporation
- WHILL, Inc.

Food, Tobacco, Consumer and Luxury goods

- Ajinomoto Co., Inc.
- Coca-Cola Bottlers Japan Inc
- CTW Inc.
- Japan Tobacco, Inc.
- L'Occitane Japon, K.K.
- LVMH Watch & Jewelry Japan, K.K.
- Phillip Morris Japan, LLC
- Robert Bosch Tool Corporation
- Unilever Japan

Advertising, PR, Market Research, Education

- Benesse Holdings, Inc.
- Cicom Brains, Inc.
- Dentsu, Inc.
- Daishinsha, Inc.

- Edelman Japan
- Editorial Engineering Laboratory CO., Ltd
- Hitotsubashi University
- MarketShare
- NPD Japan, Ltd.
- RareJob Inc.
- Sumitomo Corporation Global Research Co. Ltd.
- Treasure Data inc.

Chemical, Healthcare, Pharma

- Abbott Japan (Healthcare)
- CMIC Co., Ltd.
- Coloplast Japan (Healthcare)
- DTronic Japan Co., Ltd.
- Health Solution (Healthcare)
- IMS Japan
- HOYA Corporation/Pentax Lifecare Division
- Medtronic Japan Co., Ltd.
- Mitsui Chemicals, Inc.
- Otsuka Holdings Co., Ltd.

Real Estate, Resort, Transportation

- Class NK
- CBRE Japan
- GA technologies
- Hoshino Resort, Inc.
- Housebird Corporation
- Jones Lang LaSalle, Inc
- Mitsubishi Estate.
- RTek Inc.

Energy, Oil & Gas

- INPEX
- JERA
- J-Power
- Shizen Energy

Other industries

- Allen & Overy LLP
- Canadian Chamber of Commerce in Japan
- en world Japan K.K.
- Italian Chamber of Commerce in Japan
- J-Power
- Jera
- Robert Walters
- Shanghai Qianwang Keji Limit. Co.
- Shizen Energy Inc.
- Sojitz Corporation
- White & Case, LLP

Testimonials

Hear from Hitotsubashi ICS alumni on their MBA experiences with us.



“Switch! People, Perception, and Places”

Simon | Class of 2018 | Dezan Shira & Associates, Shanghai

Learning from your peers is possibly the most critical part of any MBA — certainly it was my top priority. Hitotsubashi ICS boasts a highly diverse student body, which allowed me to grow as a person and broaden my professional horizons, while aiming at a career in Asia.

Class discussions were characterized by diverse opinions, personal preferences, and cultural context. While this was most evident for case studies that involved ethical decisions or people issues, it also came into play in managing group projects at school and even in our daily life outside class.

Moreover, the Wise Leadership capstone taught us to step back, look at ourselves and prioritize what matters most to us. Diversity had an impact here, too. Learning what others hold dear changed the way I thought about myself. In that sense, the experience of studying at ICS, as well as living in Japan, resulted in a 180-degree turnaround in my life. Coupled with a small cohort, a rigorous academic curriculum, and a powerful global network, I was fortunate to make many close friends, studied like there was no tomorrow, and — ultimately — established myself in Asia.



“My ICS experience was life-changing, teaching me the value of diversity, expanding my global mindset, and fostering close personal connections.”

Jane | Class of 2019 | Family business

My ICS experience has been life-changing. I've learned the power of diversity in shaping thoughts and actions through interactive learning methods like case discussions and group work. Engaging with diverse peers provided valuable insights into the business world dynamics. Immersing myself in extracurricular activities focused on culture broadened my horizons and developed a global mindset. The personal connections with classmates and professors have been invaluable, fostering collaboration and support like a tight-knit family.

In a nutshell, my journey in ICS has been nothing short of amazing. It has deepened my appreciation for diversity, equipped me with valuable skills, broadened my perspective, and allowed me to build lifelong connections. I'm excited to see how these experiences will continue to shape my personal and professional growth.



“MBA is not only about learning subject matter but also about developing a new mindset, connecting with successful professionals, and building a strong network, leading to lifelong friendships and career opportunities.”

Viola | Class of 2020 | Locust Walk

MBA is not just about learning subject matter, but also about creating a new mindset to see things and the world differently. It involves more than understanding the market, conducting analysis, and allocating resources; it is about connecting with people who are at the top of their professional fields and learning from them. I appreciate the strong connections with faculty, alumni, students, and the extended network at ICS, which have brought me lifelong friendships and new career opportunities. At ICS, we often have guest speakers ranging from CEOs to prime ministers, representing various industries. I met Okamura-san, the current CEO of Astellas, during our Strategy class and had the opportunity to discuss their global market expansion strategy. This eventually led me to be part of their China entry strategy project as an intern and paved the way for my career in the pharmaceutical industry after graduating in Japan.



“Hitotsubashi ICS nurtured my growth, inspired me to strive for success in my career, and empowered me to encourage more women to take on leadership roles.”

Phuong | Class of 2021 | Google

At Hitotsubashi ICS, I discovered a journey far beyond academics, filled with personal growth, leadership cultivation, and enduring lifelong friendships. Through activities like group work, strategy simulation week, and seminars (zemi), we immersed ourselves in deep collaborative learning, enhancing our understanding of each other as a team. Inclusivity is also at the heart of Hitotsubashi ICS, with students from diverse backgrounds collectively enhancing our learning experience and providing unwavering mutual support. Navigating this educational journey as a new mother during the uncertain times of the Covid era, I initially grappled with feelings of impossibility. Yet, Hitotsubashi ICS proved me wrong. The school's inclusive environment provided me with the strength to balance my academic pursuits and personal challenges.

This journey has not only inspired me to continue to strive for success in my career but also instilled in me a desire to encourage and empower more women to take on leadership roles. In essence, Hitotsubashi ICS nurtured my growth and transformed my perspective, making my experience far more profound than just an academic phase.

How to apply

Application criteria

- At least 16 years of education. For specifics, see “Admission Requirements” in the Hitotsubashi ICS MBA Application Package, downloadable from the Hitotsubashi ICS website.
- A bachelor's degree with sound academic record
- Full-time post-graduate work experience of 2 years or longer (may include the time period up to MBA program entrance in September)

Key admissions criteria include:

- An employment history, essays and personal references that reflect clear purpose, high motivation, and well-developed interpersonal skills
- General aptitude for business studies demonstrated by the GMAT, GMAT Focus Edition or GRE score

Application schedule

Round 1

- Application Period: August 1, 2024 – October 10, 2024
- Interview: November 21, 2024
- Announcement of final result: December 5, 2024

Round 2

- Application Period: November 11, 2024 – February 6, 2025
- Interview: March 21, 2025
- Announcement of final result: April 3, 2025

There are two application rounds for each entering class. Please note the following:

- Applicants may apply for either the One-Year program (excluding YLP) or the Two-Year program. Once accepted to one program, it is not possible to switch to the other program.
- Applicants are encouraged to submit applications as early as possible.
- Scholarship decisions for candidates are made only after a candidate has been admitted. Since scholarships are limited in number, applying in the first round confers an advantage with respect to scholarships.

Application process for each application round

STEP 1 Application

- Submit your application online through the Hitotsubashi ICS Online Application System.
- Application fee of JPY30,000 is required at submission.
- We will not accept applications received by post or by email.

STEP 2 Interview

- Successfully screened applicants will advance to the individual online video interview.

STEP 3 Announcement of final result

- Decisions will be communicated to applicants 2 to 3 weeks after the interviews, by email and by post.

STEP 4 Enrollment

- Pay your matriculation fee to be officially enrolled

Tuition, fees and expenses

As a national university, Hitotsubashi ICS is proud to offer its MBA program at very competitive tuition levels.

- Matriculation Fee: JPY 282,000
- Tuition per Year: JPY 642,960 (payable in half-year installments of JPY 321,480)

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.

Other Expenses

- Educational Materials (books, case materials, etc.)
- Living Expenses (lodging, transportation, etc.)

Scholarships

Financial aid is available for students attending Hitotsubashi ICS, although the amount varies from year to year. In general, the following categories of students are eligible for scholarships.

- (1) Students with outstanding GMAT / GRE scores
- (2) Students who have not received other scholarships
- (3) Students who are self-financed and in need of financial aid

Scholarships are determined by the Admissions Committee of Hitotsubashi ICS shortly after admissions decisions are announced.



For more information

Visit “Admissions” on the website
<http://www.ics.hub.hit-u.ac.jp/admissions/>



For inquiries

ics-opencampus@ics.hub.hit-u.ac.jp

DBA

Full time and Part-time /
3 year (Minimum Enrollment)

Academic degree awarded

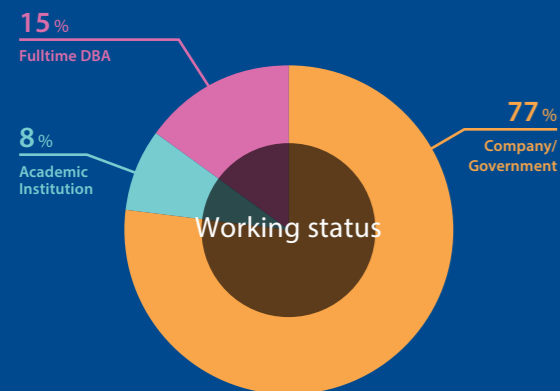
Doctor of Business Administration (DBA)

DBA at a glance



Satoshi Akutsu,
DBA Program Director

Current Students



As of September 2024

DBA

Program Structure and Curriculum

The Hitotsubashi ICS Doctor of Business Administration (DBA) program prepares you as a thought leader in global business by formalizing and specializing your knowledge of management theories. Our DBA candidates aspire to careers in management research, education, and practice as scholars, teachers, mentors, consultants, and executive managers.

DBA or PhD: What's the difference?

While PhD (Doctor of Philosophy) programs generally prepare students only for academic careers even in the field of business administration, DBA programs consider a little broader career paths including consulting and management. ICS offers a DBA degree that provides the theoretical and scientific foundation required for an academic career, while assigning a similar level of importance to business-related problem-solving and practical implications.

Program Structure and Curriculum:

Individual endeavor in a supportive learning community

The DBA program is a tutorial program that revolves around guidance in writing the DBA thesis. Hitotsubashi ICS offers a supportive learning environment with formal coursework and interaction with other DBA students and faculty, while the student engages in his or her own individual research initiatives.

The DBA program values independence in learning. As a DBA candidate, you'll determine the course and nature of your own personal specialization, while learning to produce unique research at the leading edge of a management field. Your thesis will identify a research question and assess a range of theories and frameworks for resolving it. Over three years, with the support of an academic advisor and thesis committee members, you'll develop a set of hypotheses and explore/examine those using social scientifically rigorous approaches and methods.

Where you can learn from the best

The Hitotsubashi ICS DBA faculty, trained at many of the world's top institutions, bring a wide range of deep expertise to the program through teaching and advising.

Faculty	Current Research Topics
AKUTSU, Satoshi (Toshi) DBA Program Director	Brand management, applied cultural psychology to consumer and organizational behavior, and neural and behavioral economics
NOH, Sungchul DBA Associate Director	Professional work, career and platform labor with a particular focus on the IT and media industry
LEE, Jinju DBA Assistant Director	The intersection of strategy and organizational theory
OKADA, Erica	Exercise and health-related decision making, Japan-US comparative consumer behavior, and product choice based on word of mouth
ONO, Hiroshi	Japan's work reform; especially on reducing work hours and increasing labor productivity
SUZUKI, Satoko	Cross-cultural consumer behavior and organizational behavior, brand management, service globalization
HATTORI, Masazumi (Masa)	Monetary policy, international finance, corporate finance, financial regulation and banking
SUN, Kangyong	Digital innovation, corporate entrepreneurship, management of innovation, new industry creation and entrepreneurship, and Japanese companies' global management
FUJITANI, Ryosuke	The effect of disclosure regulation on corporate investment decisions, economic consequences of macroeconomic uncertainty, financial reporting speed

Network your research

As a Hitotsubashi ICS DBA candidate, you'll also develop your regional savvy in vast and dynamic East Asia. Through the BEST Alliance (Beijing Seoul Tokyo) – uniting Hitotsubashi ICS with esteemed regional partners Guanghua School of Management at Peking University and Graduate School of Business at Seoul National University – you can collaborate internationally in research, present your work to the universities' faculty and leadership at annual BEST Alliance conferences, and apply for supplemental network grants to support your thesis research and disseminate your results.

Program Structure



DBA Testimonials

Hear from Hitotsubashi ICS alumni/ students on their DBA experiences with us.



“Best Balance of high quality and flexibility”

JJ | Class of 2012 | Professor, Waseda University

The Hitotsubashi ICS DBA program provided me with exactly what I needed in the most efficient and desirable ways. While I had a quite comprehensive business background through my career at BCG, MARS, Softbank and Nissay Capital, I needed a strong theoretical and scientific foundation to develop my academic career at Waseda University where I was working as an associate professor. At Hitotsubashi ICS, the high standards to which my DBA dissertation was held as well as the journey to accomplish the dissertation itself, really nurtured my confidence as an academic. The Hitotsubashi ICS DBA program also provided a flexible, supportive environment for my DBA dissertation-writing process. My supervisor permitted me a high degree of autonomy but was always available when I needed his support. As a result, I was able to submit my DBA dissertation in only three years despite my busy work situation. Of course, the Hitotsubashi ICS DBA demanded high academic standards and it was not always easy to meet these requirements. However, the trained I received during my DBA studies has proved invaluable: I have since published papers in international PRJs and I am also now the Japan Chair of the Academy of International Business.



“Impossible means nothing at Hitotsubashi ICS”

Nana | Class of 2018 | Professor, Nagoya University of Commerce and Business

Hitotsubashi ICS's DBA program has many excellent features that other doctoral programs do not have. First, the program is a "hybrid" of the business world and academia. The students in the program have extensive business backgrounds, many with master's degrees in various areas such as business administration. Although businesspersons like myself may have long working experience, we do not have so much theoretical knowledge. Academics, on the other hand, are somewhat detached from the day to day business environment; thus, it is perhaps not always easy to identify what they could really contribute to the growth of the companies or industries. Second, Hitotsubashi ICS DBA professors are very energetic and accessible. While they are quite busy with various responsibilities inside and outside of the school, they still, find the time to help us in some way or other; for example, some professors do lectures on Saturday and Sunday nights, perhaps sacrificing their own leisure time, to accommodate the schedules of students who work on weekdays. Third, professors are very open to discussing with DBA students their research. They make presentations on their research regularly to other professors and DBA students. This is a particularly valuable experience for those who like me have a very limited academic background. It is not at all easy for any person to work and study simultaneously to get a DBA. However, I think Hitotsubashi ICS's DBA program offers students the resources necessary to overcoming such difficulties. Impossible means nothing at Hitotsubashi ICS.



“Change your mindset and open a new world”

Yang | Class of 2019 | Employee, Amazon Japan

The curriculum of the Hitotsubashi ICS DBA program addresses various practical business issues with academic rigor. Joining this program is invaluable for practitioners who want to enhance their academic knowledge, develop their research skills, and build their own theories. The program is friendly for those without an academic background as it offers courses that introduce both fundamental and advanced research methods. Each professor possesses expertise in a specialized field and research methodology, thereby providing effective guidance to each student. My professional focus is in supply chain management, whereas my studies at ICS are focused on cultural psychology and human resource management. This program has significantly improved my capability of deep and critical thinking, enabling me to understand the world from a macro perspective. The path from enrollment to graduation is challenging, but the support and advice from experienced professors help you progress step by step. I am particularly thankful for my supervisor who always prioritizes our meetings from his busy schedule. The 5 years' study in ICS has enriched my mind and helped me find the long-term goal in my career, which is to bring new values to the world and enhance people's well-being. If you have strong persistence and want to unlock your potentials, this is ideal place for you.



“Embrace Curiosity: Unveiling the Truths and Applications of Business Management”

Naoto | Class of 2022 | Head of Japan Research and Development, Biogen Japan Ltd.

Have you ever read a business book or review and wondered why the author reached certain conclusions? This curiosity can be the gateway to the Doctor of Business Administration (DBA) course at Hitotsubashi ICS. As a student here, I've learned to transform questions into research while exploring diverse topics. Unlike other programs, ICS focuses on teaching how to think, allowing experienced professionals to exchange ideas and delve into the theoretical foundations behind their business knowledge. The program offers a unique balance of academic rigor and practical relevance, guided by passionate professors who encourage curiosity while minimizing trial-and-error. My background in natural science research and business led me to join this program, drawn by the professors' expertise and the chance to connect practical insights with academic depth. The constant constructive feedback has sharpened my research skills, and the supportive environment helps foster growth in both theory and practice. The program's ability to bridge real-world experience with academic exploration makes it an ideal setting for those looking to make meaningful contributions to the business world. If you are eager to explore new perspectives while building on established knowledge, this program provides the tools and guidance to achieve that goal.

DBA How to apply

Application criteria

- A Master's, MBA, or higher degree from a recognized institution, or exemption from the DBA Program Committee. Please inquire if seeking an exemption.

<https://www.ics.hub.hit-u.ac.jp/admissions/dba/apply.html>

For specifics, see "Qualification of Applications" in the Hitotsubashi ICS DBA Application Package.

- Fulltime work experience of 2 years or longer, or exemption from the DBA Program Committee for full-time students.

Key admissions criteria include:

- Sound knowledge of and interest in business scholarship, as demonstrated by the research proposal described in your application
- English test scores: Above 109 in TOEFL iBT, 7.5 in IELTS Academic or equivalent
- An expected GMAT score of 600 or higher
- An expected GRE score of 160 or higher on Quantitative Reasoning and 150 or higher on Verbal Reasoning

Application schedule

- **Application Period:** (1st round) September 12, 2024 - September 25, 2024
(2nd round) March 13, 2025 - March 26, 2025
- **Interview:** (1st round) October 25, 2024
(2nd round) April 25, 2025
- **Final decision:** (1st round) November 22, 2024
(2nd round) May 29, 2025

Applicants are encouraged to submit applications as early as possible. *If the enrollment capacity is reached in the first round, the second round will not be held.

Application process

STEP 1 Application

- Submit your application online through the Hitotsubashi ICS Online Application System. The system opens on the first day of Application Period.
- We will not accept applications received by post or by email.

STEP 2 Interview

- If selected in the first screening, applicants will advance to the individual 20 minute interview based on the application documents.

STEP 3 Announcement of final result

- Decisions will be communicated to applicants by email and by post, not by phone or fax.

STEP 4 Enrollment

- Pay your matriculation fee to be officially enrolled.

Tuition, fees and expenses

As a national university, Hitotsubashi ICS is proud to offer its DBA program at very competitive tuition levels.

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For more information

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<http://www.ics.hub.hit-u.ac.jp/admissions/>



For inquiries

chiyoda-info@hub.hit-u.ac.jp

Executive Education

Non-degree professional programs

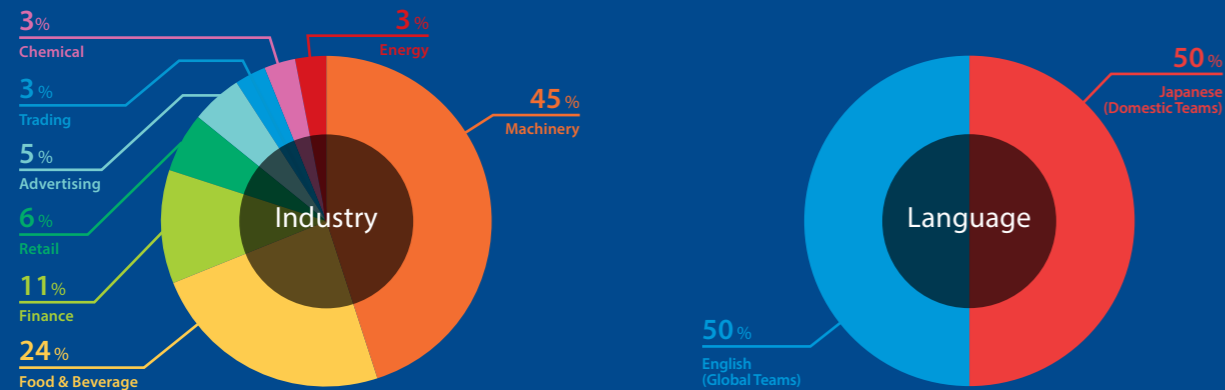
Hitotsubashi ICS has deep expertise and longstanding experience in delivering highly effective and innovative professional education for global leadership and management development, as well as cross-cultural training for Japanese and international corporations. We are a leader in cultivating readiness in managers and executives seeking to position their companies for growth and equip personnel with agility and resilience. Proficient in both in-person and remote/ online teaching, we work with you to create and deliver seminars, workshops and complete programs customized to the needs and goals of your organization.



Emi Osono,
Executive Education
Program Director
Dean

Customized Programs for Organizations

We offer fully customized Executive Education programs for leading global organizations. We partner with the organization to design the program content, schedule, and other program features according to the business goals and human resource development objectives. We work closely together with the organizations to deliver measurable results of our Executive Education program, that can be as compact as 5 days and as long as a few years.



Knowledge Dissemination Forum

Knowledge Dissemination Forums are exclusive programs with fixed corporate memberships. Participants not only learn from experts but from each other developing strong cohort throughout the program. Program length and style vary from a one-month to a one-year program.

Digital Transformation Forum

Representatives from each organization learn and discuss current global digital situations, network beyond industry to create new synergies and lead future business environment in Japan. Schedule | Autumn 2024

Leading for Sustainability Forum

To grow a sustainable company, business leaders need a solid grasp of the full range of challenges inherent in the sustainability agenda. In a unique design, this forum combines a sustainability deep-dive with personal leadership development components.

Customized Programs for Business Schools

We provide customized programs for top business schools worldwide, with the aim to enhance understanding of business innovation and technology in Japan through sessions, company visits and discussions provided by Hitotsubashi ICS faculty.

Open Enrollment Programs (Nikkei Global Challenge)

Hitotsubashi ICS collaborates with the Nikkei Business School to provide MBA essentials to business professionals in various stages in their career.



For more information

Visit "Programs" on the website
http://www.ics.hub.hit-u.ac.jp/programs/non_degree/



For inquiries

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hshiratori@ics.hub.hit-u.ac.jp