



ICS

HITOTSUBASHI

The Global Knowledge Hub in Tokyo

Faculty

Hitotsubashi ICS faculty offer the best of research and practice.

Tenured faculty and their teaching



ICHIGO, Kazuo (Kaz)
Professor, Dean, Hitotsubashi ICS
Knowledge Management (MBA),
Creating Knowledge for the Future
(EMBA)

NONAKA, Ikujiro
Professor Emeritus, Hitotsubashi
University

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

ONO, Hiroshi
Professor, EMBA Program Director,
Hitotsubashi ICS
Human Resource Management (MBA),
Inspiring People and Organizations
(EMBA),
Global Immersion Experience – Silicon
Valley (EMBA),
Advanced Research Method:
Quantitative (DBA)

OUE, Shingo
Associate Professor, MBA Program
Director, Hitotsubashi ICS
Quantitative Business Analytics (MBA),
Marketing Research & Analytics (MBA),
Data Analytics (EMBA),
Advanced Research Method:
Quantitative 2 (DBA)



KUSUNOKI, Ken
Professor, Hitotsubashi ICS
Doing Business in Asia (MBA),
Pursuing Differentiation (EMBA),
Mastery Forum (EMBA)

OSONO, Emi
Professor, Executive Education
Program Director, Hitotsubashi ICS
Strategy (MBA),
Digital Disruption (MBA),
Capstone Project (MBA)

OKADA, Erica
Professor, Hitotsubashi ICS
DBA Program Faculty
Customer Behavior (MBA),
Advanced Research Positioning (DBA),
Advanced Research Method:
Modelling (DBA)

Hattori, Masazumi
Professor, Hitotsubashi ICS
Corporate Finance 1 (MBA),
Economics for Managers (MBA)

FUJIKAWA, Yoshinori (Yoshi)
Associate Professor, Hitotsubashi ICS
Japanese Business and Economy (MBA),
Management Essentials (EMBA),
Realizing Customer Value (EMBA)



ROBINSON, Patricia (Tish)
Associate Professor, Hitotsubashi ICS
DBA Program Faculty
Organizational Behavior 2 (MBA)

KOGA, Kentaro (Kenny)
Associate Professor, Hitotsubashi ICS
Accounting 1,2 (MBA),
Measuring and Delivering
Performances (EMBA),
Global Network Week (EMBA)

SUN, Kangyong
Associate Professor, Hitotsubashi ICS
DBA Program Faculty
Negotiation (MBA),
Strategy Simulation Week (MBA),
NEGO GVT Workshop (MBA),
The Digital Economy in China (EMBA)

SUZUKI, Satoko
Associate Professor, Hitotsubashi ICS
DBA Program Faculty
Marketing (MBA),
Design Thinking (MBA),
Global Network Week (MBA)

PARK, Jin Suk (Jin)
Assistant Professor, Hitotsubashi ICS
DBA Program Faculty
Organizational Behavior 1 (MBA),
Global Network Project (MBA),
NEGO GVT Workshop (MBA),
Research Method (DBA)

Adjunct faculty and their teaching



LEE, Jinju
Adjunct Assistant Professor,
Hitotsubashi ICS
DBA Program Faculty
Global Network Week (MBA),
Advanced Research Method:
Qualitative (DBA)

YASUDA, Ryuji
Adjunct Professor, Hitotsubashi ICS
Management of Energy Business
(MBA)

ITO, Tomonori (Tom)
Adjunct Professor, Hitotsubashi ICS
Applied Corporate Finance (MBA),
Corporate Finance 1 (MBA),
Financing for Growth and
Sustainability (EMBA)

NAWA, Takashi
Visiting Professor, Hitotsubashi ICS
Corporate Entrepreneurship (MBA),
Corporate Governance (MBA),
Making Decisions for shared Value
(EMBA),
Global Immersion Experience –
Bangalore/ Delhi (EMBA)

SIBALA, Catherine
Adjunct Associate Professor, Faculty in
charge of Accreditation, Hitotsubashi ICS
Intensive Writing (MBA),
Wise Leadership Module A, Business
Ethics (MBA) Wise Leadership Module B,
Speaker Series (MBA)



MATSUNAGA, Kazuo
Adjunct Professor, Hitotsubashi ICS
Management of Energy Business
(MBA)

MOUSTAFELLOS, James
Adjunct Associate Professor,
Hitotsubashi ICS
Leading Innovation (EMBA)

UMEZAWA, Takaaki (Tak)
Adjunct Professor, Hitotsubashi ICS
Becoming an Effective Leader in a
Time of Change (EMBA)

SILBERMAN, Andrew
Adjunct Professor, Hitotsubashi ICS
Presentation Skills (MBA, EMBA)

ITO, Akitoshi (Aki)
Professor, Hitotsubashi ICS
(Financial Strategy Program)
Corporate Finance 2 (MBA)

NOMA, Mikiharu (Mick)
Professor, Hitotsubashi ICS
(Financial Strategy Program)
Accounting 2 (MBA)

FUJIMOTO, Takahiro
Visiting Lecturer, Hitotsubashi ICS
YANG, Hongsuk
Adjunct Professor, Hitotsubashi ICS
Professor, SNU Business School
Applied Operations Management (MBA)

**BOSSARD, Olivier Henri
Philippe Marie**
Adjunct Professor, Hitotsubashi ICS
Affiliate Professor, Director of MSc
Finance, HEC Paris
Capital Markets (MBA)

DE LA VEGA, Ignacio
Adjunct Professor, Hitotsubashi ICS
Dean and Professor, EGADE Business
School Tecnologico de Monterrey

MONTALVO CORZO, Raúl F.
Adjunct Professor, Hitotsubashi ICS
Professor, Director of EGADE Business
School Guadalajara
Business, Government, and
International Economy (MBA)

DOI, Royanne
Visiting Lecturer, Hitotsubashi ICS
Leading Across Diversity and Culture
(EMBA)

YAMAKAWA, Yasuhiro
Adjunct Professor, Hitotsubashi ICS
Entrepreneurial Management (MBA)

SUMIYAMA, Allan
Visiting Lecturer, Hitotsubashi ICS
Operations Management (MBA)

YAMAOKA, Sanshiro
Visiting Lecturer, Hitotsubashi ICS
Equity Investments (MBA)

IKUNO, Yuki
Visiting Lecturer

KANNO, Hiroshi
Visiting Lecturer, Hitotsubashi ICS
Getting Things Done (EMBA)

SHIBUYA, Miki
Visiting Lecturer, Hitotsubashi ICS
Japanese Language (MBA)

FUKUOKA, Rieko
Visiting Lecturer, Hitotsubashi ICS
Japanese Language (MBA)

MASUDA, Takashiko
Adjunct Professor, Hitotsubashi ICS
Advanced Research Method:
Experimental 2 (DBA)

KATSUMURA, Fumiaki
Adjunct Assistant Professor,
Hitotsubashi ICS
Thought Leadership

KAWADA, Hideki
Visiting Lecturer, Hitotsubashi ICS
Wise Leadership Module C, Global
Citizenship (MBA)

KOBAYASHI, Saburo
Visiting Lecturer, Hitotsubashi ICS
Knowledge Generation (MBA)

KITAYAMA, Shiobu
Adjunct Professor, Hitotsubashi ICS
DBA Program Faculty

MBA

Full-time MBA program/1 year or 2 year

Academic degree awarded

Master of Business Administration (MBA)

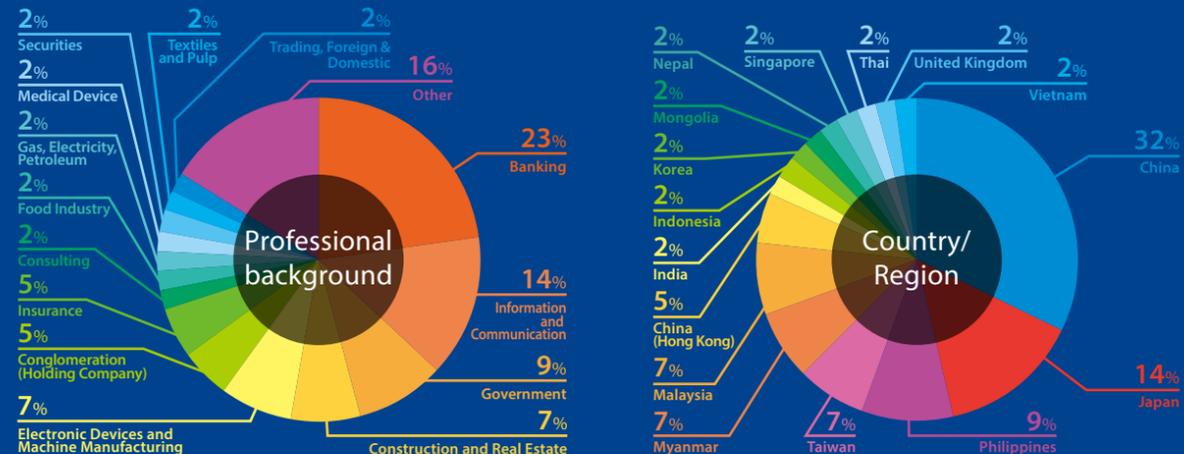


Shingo Oue,
MBA Program Director

MBA at a glance



Class of 2020



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 begins 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 ten elected positions, the MBA Student Board offers students the opportunity to lead, support, and shape program activities throughout the year. Its contribution to the Hitotsubashi ICS experience has been extremely valuable over the years, as they embody and promote our positive, familial spirit.



We're holistic

At Hitotsubashi ICS, we listen to our students, and see the whole picture of professional wellness. As a globally-minded institution, we maintain an inclusive learning environment where each individual can engage fully in all activities. Support systems and open channels for active listening help us do so.

We're prepared

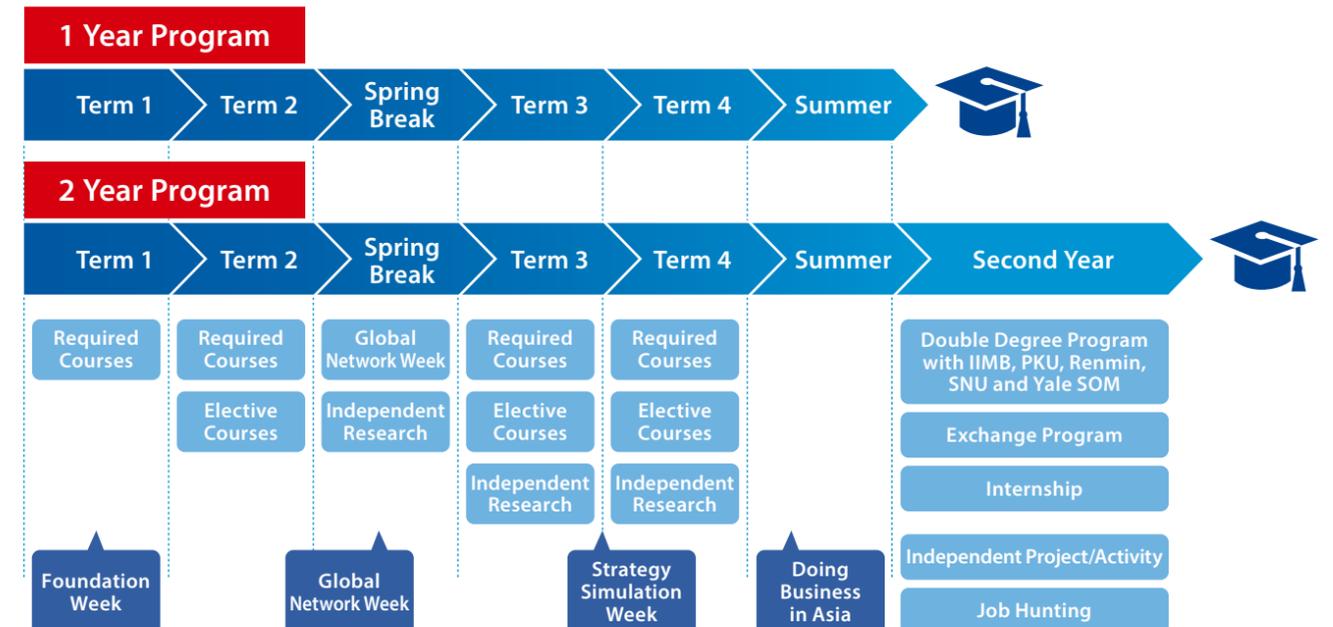
Within the Hitotsubashi ICS community of students, staff, and faculty, we cultivate a spirit of preparedness to enhance all dimensions of your learning experience. In our administration, career development, and academic advisement activities, our orientation is forward-looking - always encouraging you 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 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

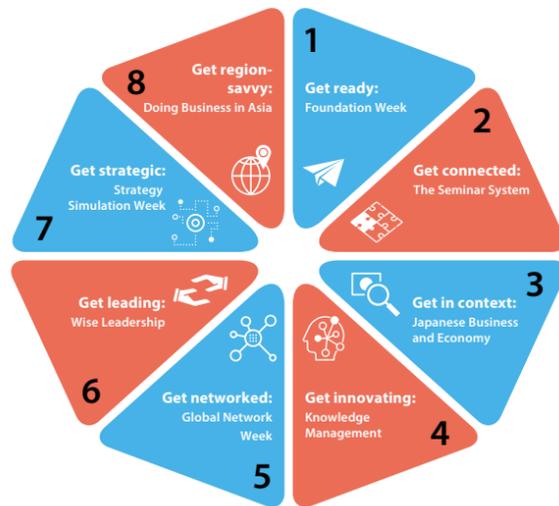
Our academic year is divided into four terms, with a few days' break between each. No required courses take place during the breaks, but elective courses and non-compulsory activities may be offered.

Structure



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. "Set in among the core MBA courses, these signature courses challenge our students to explore alternative business models and frameworks, to understand the integrative purpose of business in society, and to lead in organizations and society, all within context."



1 Get ready: Foundation Week

Foundation Week is usually when new students first meet. After a two-day team-building program just outside Tokyo, orientation sessions back in the Hitotsubashi ICS classroom cover lots of useful topics: academic affairs, student life, career development, readiness for learning and leading, living in Tokyo (one of the world's most liveable big cities!), staying healthy, IT-fit, and emergency-ready, and preparing for your future job search.



2 Get connected: The Seminar System

Every MBA candidate joins a small (3-4 person) Seminar offered by a faculty member. Throughout the program, Seminars meet to discuss academics, career goals, life stages and more. Seminar faculty are not only academic advisors; they are coaches, mentors, and wellsprings of information about careers in Japanese and global business. And after graduation, Seminars remain a growing group of uniquely connected alumni.

3 Get in context: Japanese Business and Economy

To begin your MBA journey, JBE takes you 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, you'll forever be in context in Japan.

4 Get innovating: Knowledge Management

From the theory of knowledge creation, you'll learn how the process of making tacit knowledge explicit can be applied to drive innovation. As the 21st century further advances the knowledge society, knowledge creation is ever more critical to the success and sustainability of firms, NPO/NGOs, and governments. We offer a focal point for research and dissemination in knowledge creation, pioneered by Ikujiro Nonaka, Professor Emeritus, Hitotsubashi University and scholar in residence at Hitotsubashi ICS.

5 Get networked: Global Network Week

Through the Global Network for Advanced Management, you'll have access to these highly popular 1-week intensive courses offered in locations all over the world - Bangalore, Cape Town, Hong Kong, Madrid, New Haven and many more. Hitotsubashi ICS students are avid travelers for GNW, with more than 90% participating each year, and returning back to Tokyo even more inspired and connected. Our own "GNW Tokyo" has been one of the top three most sought-after programs in the GN since 2014. Each spring, GNW Tokyo introduces 60 students from 20 schools to the unique innovation and globalization challenges facing Japan.



6 Get leading: Wise Leadership

In alignment with Hitotsubashi ICS' intellectual tradition in knowledge creation, this course integrates key dimensions of every business professional's leadership development. Across multiple terms in the first year of study, and through varied forms of interaction both inside the classroom and out, three modules support your understanding and practice of leadership, your ability to recognize ethical challenges, and your capacity to engage with social and environmental challenges facing society.

7 Get strategic: Strategy Simulation Week

In this fast-paced exercise, student teams role-play as a top management team running a company in StratSim, a web-based, interactive simulation program that extends across multiple business functions, ranging from strategy, to marketing, to operations and human resources, to accounting and finance. You'll compete in the rapidly changing automobile industry, where customer needs evolve, new products are introduced, and the economic environment changes.

8 Get region-savvy: Doing Business in Asia

Each year brings a new theme for this elective 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 (Peking University, Seoul National University, and Hitotsubashi ICS) study, travel, and network together for 16 days. Offered at the end of the first year of study, DBiA gives you different test fields and contexts for the analytical skills you build during the year.

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

The Career Services Office at Hitotsubashi ICS offers a unique blend of career-related education and skill-building, with distinctly personal service and customized support for your job search.

Our mission is to help you, as a Hitotsubashi ICS student, discover great career opportunities, make your choices, and achieve your objectives. We do so through a carefully designed process, over the entire course of your MBA program. Right from the start, we get to know you personally, integrating your process of career-related envisioning with formation of your search strategy and related skill-building. While emphasizing the importance of readiness among all our students for a global career, we offer excellent services for international students wishing to pursue careers in Japan. Moreover, CSO services are not limited to your term of study with us, but continue to be a resource for you even after you graduate. Through continuous relationship-building with highly desirable potential employers, we are always discovering new avenues for our students - and unlocking the future for our graduates.

Hitotsubashi ICS MBA Graduates: Placement, 2011-2019

Financial services

- Aon Benfield Japan Ltd.
- Aozora Bank, Ltd.
- APS Asset Management (Japan) Co., Ltd.
- Bank of Brazil
- Eurex Frankfurt AG (Tokyo Office)
- Frontier Securities
- Gearshift Group
- G Three Holdings CORPORATION
- Ichigo, Inc.
- Merrill Lynch
- Mizuho Financial Group, Ltd
- Mizuho Securities Co., Ltd.
- Natwest Markets
- Nikko Asset Management Co., Ltd.
- ORIX Corporation
- SBI BITS Co., Ltd.
- SBI SECURITIES Co., Ltd.
- SMBC Nikko Shoken
- Sompo Japan Nipponkoa Insurance Ltd.
- Tokio Marine Holdings, Inc.
- Tokyo Star Bank, Ltd.
- YJFX, Inc.

Consulting

- Accenture Japan Ltd
- Aon Hewitt Japan, Ltd.
- The Boston Consulting Group
- BTS Japan K.K.
- Deloitte Tohmatsu Group
- es Networks Co., Ltd.
- EY Japan
- Global Link Management, Inc.
- JCA Holdings
- 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
- Rakuten, Inc.
- SB Cloud Corp.
- SECOM Co., Ltd.

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

- 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.
- WHILL, Inc.

Food, Tobacco, Consumer and Luxury goods

- Ajinomoto Co., Inc.
- Coca-Cola Bottlers Japan Inc
- Japan Tobacco, Inc.
- L'Occitane Japon, K.K.
- LVMH Watch & Jewelry Japan, K.K.
- Nissan Motor Co., Ltd.
- Phillip Morris Japan, LLC
- Unilever Japan

Advertising, PR, Market Research, Education

- Benesse Holdings, Inc.
- Cicom Brains, Inc.
- Dentsu, Inc.
- Daishinsha, Inc.
- Edelman Japan
- Hitotsubashi University
- MarketShare
- NPJ Japan, Ltd.
- RareJob Inc.
- Sumitomo Corporation Global Research Co. Ltd.
- Sony China
- Treasure Data inc.

Chemical, Healthcare, Pharma

- CMIC Co., Ltd.
- DTronic Japan Co., Ltd.
- IMS Japan
- HOYA Corporation/Pentax Lifecare Division
- IMS Japan
- Medtronic Japan Co., Ltd.
- Mitsui Chemicals, Inc.
- Otsuka Holdings Co., Ltd.

Real Estate, Resort, Transportation

- Class NK
- CBRE Japan
- Hoshino Resort, Inc.
- Housebird Corporation
- Jones Lang LaSalle, Inc.

Other industries

- Canadian Chamber of Commerce in Japan
- en world Japan K.K.
- Italian Chamber of Commerce in Japan
- J-Power
- Shizen Energy Inc.
- White & Case, LLP

MBA Testimonials

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



“Understanding knowledge at Hitotsubashi ICS”

Anna | Class of 2007 | Miele Japan

The knowledge I gained at Hitotsubashi ICS has helped me throughout my career. But it hasn't been so much about the hard skills - which are important and were taught extremely well. Even more so, the soft skills have made the difference. The school was a great place to learn how to successfully live and work in today's "flat world," how essential it is to be open-minded and flexible, always passionate and always hungry, listening to your gut feeling and valuing your tacit knowledge, or the knowledge you accumulate through learning and experiences. Indeed, the signature course on Knowledge Management was one of the highlights of my MBA experience. I believe that tacit knowledge and its application might be one of the critical factors that differentiate Hitotsubashi ICS from other MBA programs. At Hitotsubashi ICS significant focus is placed on the human and social aspects of doing business, on cultural factors, on embracing differences, on trying to understand what is written between the lines or what is not said explicitly. For me, when working in an international environment these are the key things to know; otherwise, you will not succeed.



“Reshaping life's mission, vision and values”

Liping | Class of 2013 | Boston Consulting Group

Hitotsubashi ICS is more than a traditional business school. Its programs and activities are designed to help students rethink and reshape our lives' mission, vision, and values. Thanks to the Japanese culture experiences Hitotsubashi ICS offers, as students we got to explore the cultural roots of today's Japan and build our understanding of the country and its people. Moving in even closer, in the Global Citizenship course we worked with people from backgrounds and in life stages that were very different from ours and facing challenges of which we knew little. My biggest takeaway from that course was to embrace diversity - to try to create opportunities that help everyone reach their full potential. I learned so much also from conversations with faculty members. On one occasion, we talked with a group of professors about the purpose of working. One thought that was shared inspired me to the core: we should work hard for others, especially those who are in difficult circumstances.



“Learning to prioritize and network at Hitotsubashi ICS”

Nicolas | Class of 2013 | G3 Holdings

ICS was an excellent testing ground for setting priorities. Each of us has a limited amount of resources we can devote to any given day. And yet there are so many avenues to pursue. Hitotsubashi ICS students have lots to do, so we learn to prioritize: what to focus on, when to call for help, what can wait. Other variables in the equation are personal priorities like family and other commitments. In a time when changes, constraints, and opportunities are plentiful, the skill of understanding what resources I have and keeping sight of what matters most has been a lifesaver. Meanwhile, I learned to network wisely. I am very grateful to the faculty who took time to meet with me and offer advice for my new businesses. To the alumni who answered my questions and invited me to take part in events. To Hitotsubashi ICS's Career Services, who helped me recruit students, offer internships and even organize a business-planning session with current students.



“Developing decision-making skills with great people”

Masa | Class of 2018 | Ajinomoto

The MBA program at Hitotsubashi ICS was a stimulating environment where I could train myself in better decision-making as an international business leader. I learned not only "hard skills" in finance and other quantitative-based courses, but also the importance of "soft skills" that enable my leadership as a global citizen. I have spent more time living abroad, but even I was surprised at the school's truly global mindset and diverse environment that nurtured international perspectives. All throughout my MBA journey, I was also challenged to think through not only what I want to accomplish as a business professional, but also how I can build life satisfaction and happiness in the longer term. Lastly, I want to emphasize the great interactions I enjoyed with classmates and professors. I made friends and mentors who will be part of my life for many years to come. I'm very happy that I was able to take part in this wonderful and challenging MBA program.

MBA How to apply

Application criteria

- At least 16 years of education. For specifics, see "Qualifications of Applicants" 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 3 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 or GRE score

Application schedule for 2021 intake

Round 1

- Application Period: August 3, 2020 to October 14, 2020
- Interview: November 19, 2020
- Announcement of final result: December 3, 2020

Round 2

- Application Period: December 4, 2020 to February 17, 2021
- Interview: March 25, 2021
- Announcement of final result: April 8, 2021

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 schedule for 2022 will be disclosed in the summer of 2021.

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

EMBA

Part-time/1 year

Academic degree awarded
Master of Business Administration (MBA)

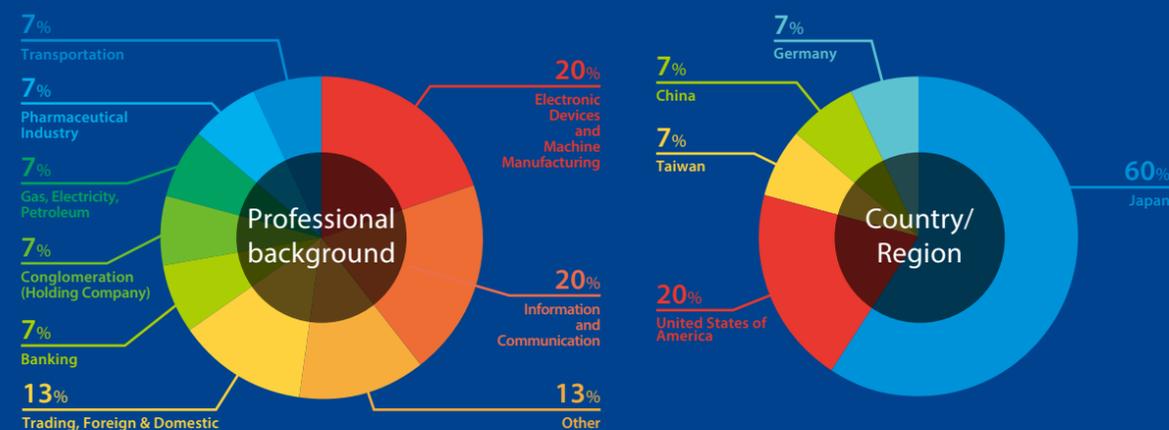


Hiroshi Ono,
EMBA Program Director

EMBA at a glance



Class of 2020

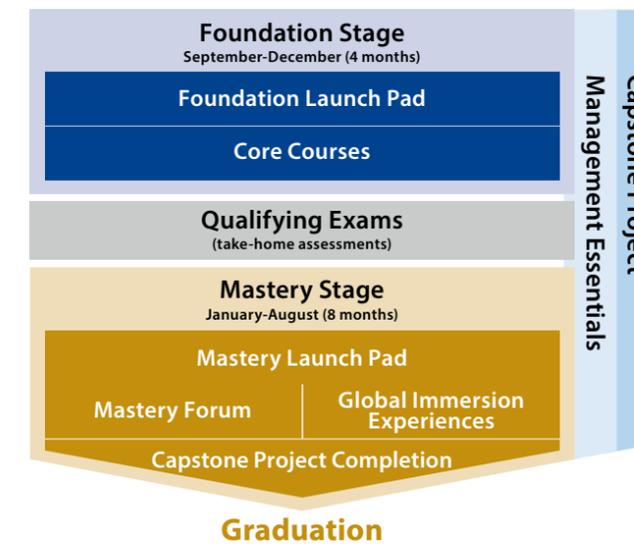


EMBA

Program Structure and Curriculum

EMBA candidates continue in their jobs during the program, which we've designed to minimize disruptions to their ongoing professional duties. Sponsoring organizations stand to reap big and immediate benefits by sending their future leaders to join other high-performers in developing leadership skills and mindsets.

Program structure, curriculum, and calendar



(I) Foundation Stage September-December (4 months)

Foundation Launch Pad
Held on the first two weeks of the Foundation Stage at Hitotsubashi ICS' Chiyoda campus, the Foundation Launch Pad builds both a common starting point for advanced management learning, and cohesion among the EMBA class.

Core Courses
A carefully curated set of 11 core courses led by Hitotsubashi ICS faculty fortifies the students' understanding of fundamental management models and frameworks. Run in both physical and virtual classrooms, the core courses impart the latest and most essential management thinking in disciplines such as strategy, marketing, finance and more. In all the Core Courses, course instructors emphasize practical application of theory to workplace leadership and management. They combine lectures with lively interaction between students and faculty. Corporate executives are frequent guest speakers who share their perspectives. Following the Foundation Launch Pad, the Core Courses are taught only on weekends to minimize candidates' absence from work. Half of the weekend sessions are held at ICS' Chiyoda campus and the other half are held online. This arrangement allows students from outside Tokyo to participate in the program; they need to be in Tokyo only once each month for the EMBA program.

(II) Mastery Stage January-August (8 months)

Mastery Launch Pad
A week-long residential module in January starts off the Mastery Stage, integrating the learning from the Foundation Stage. The mastery launch pad builds students' skills in formulating and implementing strategies using inter-disciplinary knowledge, and is the point of embarkation for students' work on their individual Capstone Projects. Sessions of the Mastery Launch Pad include: 1) Balanced Scorecard; 2) Problem-solving, providing frameworks for thinking about complex, systemic issues; 3) Design Thinking; 4) Executives in the Age of Geo-economics; and 6) Strategy in Emerging Markets.

Mastery Forum
The Mastery Forum provides more knowledge and interaction as students conduct their Capstone Projects, which produce new strategy proposals to their organizations. Creating a good and unique strategy requires a business sense beyond analytical skills; leaders and innovators must be able to communicate their strategies compellingly. In this stage of the program, students make preliminary presentations of their Capstone Project to the Hitotsubashi ICS faculty and their peers, then receive direct feedback aimed to improve their proposal. Moreover, students have opportunities to interact directly with senior executives - including CEOs of prominent Japanese companies - so that they may share and test their ideas.

Management Essentials
In this foundational course, students learn underlying management essentials that will be reinforced and illustrated throughout the EMBA program. At the same time, students consider topics that lie outside the scope of the eleven Core Courses. The topics covered include: history of Japanese management, leadership, data analytics, the aging society, sustainability of Japanese companies, digital disruption, and more.



Curriculum Close-up

Foundation stage

Core Courses

Course	Facilitating Professor
Creating Knowledge for the Future	ICHIJO, Kazuo (Kaz)
Financing for Growth and Sustainability	ITO, Tomonori (Tom)
Getting Things Done	KANNO, Hiroshi
Inspiring People and Organizations	ONO, Hiroshi / YAGI, Yosuke
Leading Across Diversity and Culture	DOI, Royanne
Leading Innovation	MOUSTAFELLOS, James
Making Decisions for Shared Value	NAWA, Takashi
Measuring and Delivering Performances	KOGA, Kentaro (Kenny)
Pursuing Differentiation	KUSUNOKI, Ken
Realizing Customer Value	FUJIKAWA, Yoshinori (Yoshi)
Becoming an Effective Leader in a Time of Change	UMEZAWA, Takaaki (Tak)



GIE Bangalore / Delhi:
See the challenges and opportunities that abound in the high-tech and entrepreneurial center of India.

Global Network Week

Hitotsubashi ICS is the only Japanese business school that is a member of the Global Network of Advanced Management, which is an association of top business schools around the world. Our EMBA students participate in a one week exchange program with one of the Global Network of Advanced Management schools (22 choices in 2019-2020) in June, each selecting a program based on location, country and theme. The destination programs impart specialized content that compliments Hitotsubashi ICS's curriculum. In close classroom collaborations with peers from our partner schools, students widen their personal networks of executive talent from all over the world.

Capstone Project

A key program deliverable, the Capstone Project not only jumpstarts the learning from the Foundation Stage, but also provides the organizing principle for the Mastery Stage. In their Capstone Projects, students work individually and over time on developing a strategy through which their home organization either solves a business problem or harnesses a business opportunity. At the conclusion of the EMBA program, all students present their Capstone proposal - first to an executive of their organization, then to a Hitotsubashi ICS Faculty Panel.

Mastery stage

Global Immersion Experiences (GIE)

GIEs are visits to three different locations to learn the latest global business practices firsthand. They include a trip to Bangalore/Delhi (February), a trip to Silicon Valley, CA (April), and one Global NetworkWeek (June). All are full-week experiences where students delve right into the lively setting of a growing region and sector. See separate Immersions presentation for more details.



GIE Silicon Valley:
Experience the thrilling challenges of the start-up culture and learn how to enhance innovation.



The Hitotsubashi ICS EMBA is a bespoke educational experience centered on each individual student. The program's full focus is on the student's professional growth, career objectives, and highest personal and professional aspirations.



Testimonials

Hear from Hitotsubashi ICS alumni on their EMBA experience with us.



“Distinguishing the differences between Japanese and global corporate business culture”

Jay | Class of 2018 | All Nippon Airways Co., Ltd.

In the Hitotsubashi ICS EMBA program, I learned how to deal with the differences between Japanese corporate business culture and global corporate business culture. I've been working in a Japanese company for 21 years, so I thought I knew something. But when I got to the program and I started the academic part, I really understood that I only had a feeling about what the differences were and I couldn't articulate them. The program really helped me to recognize those differences and understand them, analyze them, and then adjust my thinking. I was able to work through them and become a better leader and a better manager, and to have more impact inside my company.



“Hitotsubashi ICS helped me to make my dream bigger”

Ning | Class of 2018 | Ericsson Japan K.K.

The most important things for my career, I am initiating the 5G business with my company with my partner together for the Japanese operators. So I use what I learned from ICS to build more great strategies story, and to engage my growth customers to introduce the 5G technology to everyone's life in Japan. That part is really helped me on my current business. So if I want to look at the future, I really would like to think ICS helped me to make my dream bigger. So through this one year before this year that I was always thinking, how to work hard how to improve the business, how to make myself better. But after this year, I really learned that business is not it's not only the making money, and doing business, I want to contribute more everyone's live for the for the society that is really ICS taught me and I want to look at more future and I want to make my big dream come true someday in the future.



“The most important thing I learned was how executives make their decisions”

Dmitry | Class of 2018 | BMW Group Japan Corp.

We learned many things during this EMBA program. But contrary to the expectations I had when I joined the program, which were to learn a lot of skills, like finance, marketing and accounting, the most important things I learned were the soft skills: understanding how executives make their decisions and that the diversity of the group is actually important in the decision making. I learned the lesson and I gained the skills to approach important decisions in the future by forming a diverse team, listening to their opinions, and building a picture out of it. There was also a huge push to take me out of my comfort zone. Starting with the program means you have no weekends. So, you have to learn how to be precise, motivate yourself, and manage your time efficiently. Sometimes it requires a completely new approach to doing things, which is very important for an executive. So this experience totally transformed me. It's extremely valuable, once you realize you'll survive, to try it yourself and to learn how to conduct yourself in such situations.



“I'm ready to make the Capstone project really happen”

Issei | Class of 2018 | Mitsubishi

The Hitotsubashi ICS EMBA program pushed me to learn new things. I was already familiar with the customer side of business, like strategy and marketing, but I had no experience with finance and accounting. The EMBA courses filled in those gaps. I am sure that my view, and the professional network that I gained from this program, will give me lots of opportunities in my future career. But more directly connected to my business and professional career is my Capstone project, as my company is allowing me to pursue it. What I'm really excited about is that in the next five years, my Capstone project will become a reality.

How to apply

Application criteria

- At least 16 years of education. For specifics, see “Qualifications of Applicants” in the Hitotsubashi ICS EMBA Application Package, downloadable from the Hitotsubashi ICS website.
- A bachelor's degree with sound academic record
- Full-time post-graduate work experience of 10-15 years or longer (as of September 1 of the year in which you apply)
- Strong command of English

Hitotsubashi ICS EMBA candidates

- Are currently a mid-level managers or higher, managing at least 5 direct reports
- Expect to hold a director- or executive-level position (“senior management”) within 10 years
- Formulate and execute business plans at the departmental or sub-departmental level
- Are involved in goal setting and departmental or sub-departmental level decision-making
- Understand and can assess various types of financial and business reports with high financial fluency

Application schedule

Round 1

- Application period: Late November to early January
- Interview: Mid-February
- Final decision: Late February

Round 2

- Application period: Late February to early April
- Interview: Early May
- Final decision: Mid May

Applicants are encouraged to submit applications as early as possible.

Application process for each application period

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 interview.
- For applicants in Japan, the interview will take place at Hitotsubashi ICS, Chiyoda campus
- For applicants outside of Japan, the interview will take place by phone or by videoconference.

STEP 3 Decision

- 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

The total cost for the program is JPY7,000,000 and the breakdown is as follows;

- Matriculation Fee: JPY 282,000
- Tuition per Year: JPY 642,960
- Program fee: JPY 6,075,040*

*Program fee includes costs of professional fees for our session partners, transportation, and accommodation for the three global EMBA Immersions. It does not include the costs of educational materials (e.g., books, case materials, etc.)

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.



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



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For more information

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



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