

# Dynamically Combining “the Best of Two Worlds” through Our International Corporate Strategy Programs

In April 2018, Hitotsubashi University will integrate the Graduate School of Commerce and Management and the Graduate School of International Corporate Strategy to set up the Hitotsubashi University Business School (HUB). As the business environment becomes more uncertain and more complex than ever before, which makes it increasingly difficult to predict the future, there is a growing need for high-level management professionals who will be able to overcome such challenges. The primary objective behind the integration of the schools is to meet these contemporary needs. There are fervent expectations for MBA programs to lead the development of high-level management personnel for this new era.



HITOTSUBASHI  
UNIVERSITY

**HUB**

BUSINESS SCHOOL

## Department of International Corporate Strategy as a Base for Global MBA, EMBA, and DBA Education

Hitotsubashi University Business School’s MBA degree course consists of six programs offered under Department of Business Administration and Department of International Corporate Strategy (ICS). Within this system, Hitotsubashi ICS offers three unique global programs: a Full-time MBA, an Executive MBA (EMBA) for working professionals, and a Doctor of Business Adminis-

tration (DBA).

As the first professional graduate school in Japan, Hitotsubashi ICS has, since the beginning, been nurturing international business professionals based on the mission of combining “the Best of Two Worlds.” The programs bring in students from various backgrounds from around the world, and all classes are conducted in English. Classes are taught using the case method, which is widely



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adopted by business schools around the world, and students are required to take unique subjects not offered at other business schools, such as knowledge management. Moreover, since 2012, Hitotsubashi ICS has participated as Japan’s representative in the Global Network for Advanced Management (Global Network), where 32 business schools from around the world come together and conclude agreements. Hitotsubashi ICS has conducted intensive courses and projects with students from various countries. Professor Kazuo Ichijo, Dean of Hitotsubashi ICS, comments as follows regarding the significance of Hitotsubashi ICS—an internationally acclaimed graduate school with abundant resources—establishing programs such as MBA and EMBA at Hitotsubashi University Business School.

“Hitotsubashi ICS will become a center of excellence for global MBA, global EMBA, and global

DBA (doctoral degree course) programs at Hitotsubashi University Business School. It will also play an extremely important role in promoting global business education at Hitotsubashi University as a whole. The “Best of Two Worlds” mission will remain fundamentally unchanged, but we see this as a golden opportunity to practice the mission with greater dynamism.”

### One-year EMBA Program for “C-suite Candidates” from Japan and Overseas

Let us return to the topic of the EMBA Program. The EMBA program is a part-time program through which students can obtain an MBA degree in one year. The program consists of face-to-face lectures and virtual classes (online lectures) targeting businesspersons in their late 30s to early 40s who are recognized as candidates for executive positions in the future. As Japan’s first genuine global EMBA program, it welcomed 15 students, making the most of the expertise developed by Hitotsubashi ICS through its MBA program.

The students who actually signed up were “exactly the kind of students we were hoping for” (Dean Ichijo). The students are in their late 30s to early 40s, half are Japanese and half are non-Japanese, and there are three female students. In addition, Dean Ichijo places importance on the fact

that the students consist of those who are sent from companies as well as those who have directly applied (self-financed). The program was designed to include online lectures because the ability to manage online discussions is required from executives in the future.

Dean Ichijo comments, “All of the students sent from companies are candidates for the C-suite positions (CEOs, CFOs, and other executive managers) at their respective companies. Regardless of their current job titles, the students are expected to become executive managers in the next 5 to 10 years. There are also some non-Japanese students participating in our EMBA program from India and Germany under the mission of becoming the top in the overseas subsidiaries of Japanese companies.

On the other hand, all the self-financed students who are participating in the program have a strong desire to become global managers in the future. While this is of course also true for students sent from companies, students participating with this kind of motivation is natural at business schools in Europe and America. Therefore, I am confident that our EMBA program is worthy of acclaim not only in Japan but also throughout the world.”

The EMBA education at Hitotsubashi ICS will be conducted in various countries around the world. In April 2018, we plan to hold a Global Immersion Session (an intensive lecture course) will be held at Singularity University, Silicon Valley, which is renowned as an educational base for state-of-the-art digitalization and AI.

## We are also Actively Working on Digital Transformation Using our Network with Other GNAM Schools

Hitotsubashi ICS intends to provide the world’s best program for a global audience. To fully reflect this stance in the program, Hitotsubashi ICS has implemented a variety of initiatives. One example of this is the two sessions in the Full-time MBA program for which we collaborated with our global partners.

The first of these sessions was the “Global Network Week,” in which respective GNAM schools conducted elaborate intensive courses. While Hitotsubashi ICS’s have travelled to countries such as the United States, Chile, Israel, and Turkey,

Hitotsubashi ICS has also welcomed students from various countries around the world. Moreover, in November 2015, Hitotsubashi ICS has launched the Global Network Project in collaboration with the Canadian GNAM member UBC Sauder School of Business. Global project-based classes are conducted over three months, in which students work to solve problems having social impact proposed by companies.

Digital education is effectively used in this course. Group work is conducted online by connecting distant bases, overseas and in Tokyo, with the aim of realizing a “blended learning” that leverages the synergy of both the classroom and the Internet.

Dean Ichijo comments, “For example, in the 2016 Global Network Project, we used the Zoom web conferencing system to conduct online discussions among students and between instructors and students. To further strengthen this “blended learning” in the future, we have also established a dedicated studio for developing new web-based teaching materials. This too is an example of an initiative that embodied the ‘Best of Two Worlds’ mission.”

