

質の高い国際共同教育プログラムを継続的に実施するために必要な要因

一橋ICSのチャレンジ

February 5, 2019

一條和生

一橋ビジネススクール 国際企業戦略専攻
専攻長 教授



The Global Knowledge Hub in Tokyo

INTRODUCING | HITOTSUBASHI ICS



1. HITOTSUBASHI ICSご紹介
2. プログラム MBA-EMBA-DBA
3. グローバルネットワーク

INTRODUCING HITOTSUBASHI ICS

1. HITOTSUBASHI ICSご紹介

INTRODUCTION | 国立大学法人 一橋大学

- 1875年、商法講習所としてスタート（銀座）
 - ビジネス・商業を日本で初めて教えた教育機関
 - キャプテンズ・オブ・インダストリーが使命
- 社会科学に特化した最初の国立大学
 - 銀座→神田、一ツ橋、国立



HITOTSUBASHI
UNIVERSITY

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**CAPTAINS OF
INDUSTRY,
INNOVATORS IN
SOCIETY**

The government announced the recipients of the 2018 Spring Awards of the Order of the Sacred Treasur ...

[Read More >](#)



<http://www.hit-u.ac.jp/eng/>

Hitotsubashi ICS : グローバルなビジネススクール

- Founded in 2000
- Japan's first national university business school, providing 100%-English MBA
- Located in Hitotsubashi, the birthplace of the university in downtown Tokyo

Hitotsubashi ICS Hitotsubashi University Business School
School of International Corporate Strategy

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The Global Knowledge Hub in Tokyo

OPEN CAMPUS 2018-2019
Register now!
On Fridays,
Oct 19/Nov16/Jan 18.

#1
Business School in Japan
Global MBA Ranking 2019

ICS MBA

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


Hitotsubashi ICSはQS 2019 Rankingsで日本#1



QS Global MBA Rankings: Asia

Discover the top full-time MBA programs in Asia with the **QS Global MBA Rankings: Asia**.

[Read more](#)

 Global Top 10



#1



Business School in Japan

Global MBA Ranking 2019



一橋ICS QS Rankingsナンバー1： 世界的な組織運営が可能とする

- 世界トップビジネススクールとの蜜な連携：パートナーを圧倒するパフォーマンスの発揮
 - BEST、Global Network for Advanced Management
- エクセレントパフォーマンスを実現する組織：グローバルで通用するファカルティーとプロフェッショナル・スタッフ
- ダイナミックな活動を支える豊富な外部資金（運営交付金には依存しない）

Hitotsubashi ICS (オリジン)

- 一橋大学大学院国際企業戦略研究科(Graduate School of International Corporate Strategy: Hitotsubashi ICS) 2000年開校
- 所在地： 千代田区一ツ橋 (国立に移る前の一橋発展の地)
- 国際経営戦略専攻IBS：フルタイムMBAプログラム (英語 / 1年制 & 2年制)、DBAプログラム
- 金融戦略・経営財務 専攻&経営法務BL専攻 (日本語 / パートタイム夜間専門プログラム)



Hitotsubashi ICS-Global B-School

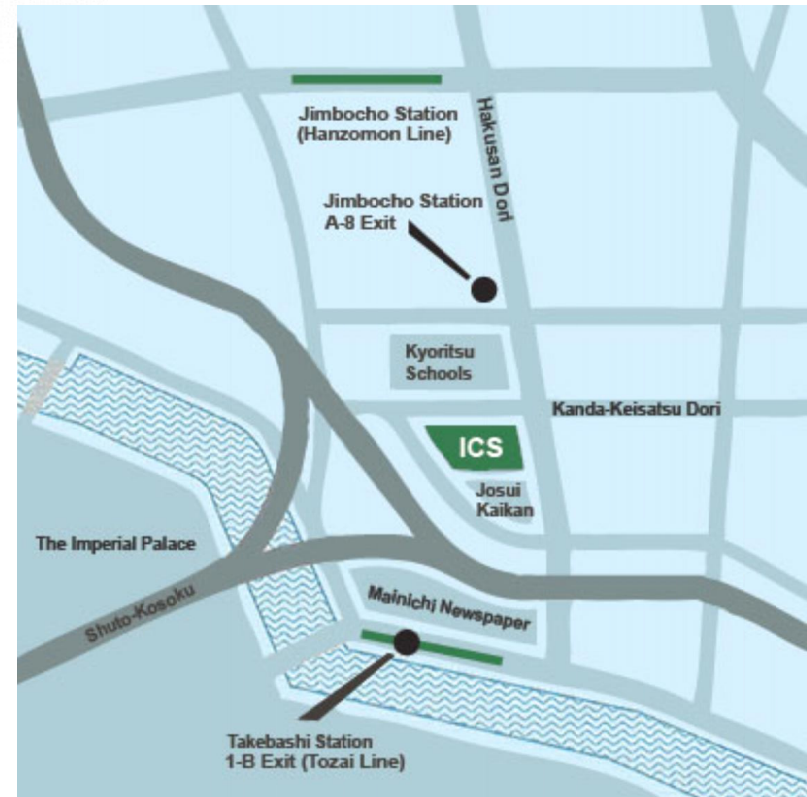
中心となるIBSプログラム

- Full-Time MBA Program, all classes in English（全て英語で教えるMBAプログラム）：1年プログラムと2年プログラム+EMBA+DBAプログラム
- School Calendar starts in September（欧米MBAと同じ9月末スタートのカリキュラム）
- One of Japan's first graduate-level “professional schools” approved by MEXT（国立大学初の専門職大学院（文科省認可）の一つ



The Global Knowledge Hub in Tokyo

HITOTSUBASHI ICS | 都心のキャンパス



Address:

千代田区一ツ橋 2-1-2

Tokyo 101-8439 Japan

Phone: +81.3.4212.3094/3154

一橋大学の使命を果たすための大変革(2018年4月)

- 商法講習所として1875年に創立：ビジネス・商業を日本で初めて教えた教育機関
- キャプテンズ・オブ・インダストリーが使命
- 2018年4月、経営学の拠点である商学研究科（国立キャンパス）と国際企業戦略研究科（通称、一橋ICS、千代田キャンパス）を発展的に統合しHBS (Hitotsubashi Business School)を創設：日本ナンバーワン、世界トップ100のビジネススクールへ



HUB | Hitotsubashi University Business School



- HUB | Hitotsubashi University Business School
 - 日本で圧倒的ナンバー1
 - ICSはGlobal MBA、EMBAでFT 100にランクイン
- ICS | HUBのグローバルブランドビルダー
 - ICS TAGLINE | The Global Knowledge Hub in Tokyo
 - ICS BRAND | Premium x Boutique x Bespoke

一橋ビジネススクール(HUB)のMBAプログラム※

日本語プログラム

PROGRAMS IN JAPANESE

HUB
経営分析
MANAGEMENT ANALYSIS

一橋大学大学院 経営管理研究科
経営分析プログラム

企業経営に関わる高度な専門知識と分析能力を備え、企業社会の中核として将来指導的役割を果たすことのできる人材を育成します。

開講時間	平日昼間
言語	日本語
キャンパス	国立

2018年
4月新設

HUB
経営管理
BUSINESS ADMINISTRATION

一橋大学大学院 経営管理研究科
経営管理プログラム

実務経験を基盤としつつ、企業経営に関わる専門知識と分析能力を高め、企業社会の中核部において指導的役割を果たす人材を育成します。

開講時間	平日夜間・土曜
言語	日本語
キャンパス	千代田

HUB
金融戦略・経営財務
FINANCIAL STRATEGY

一橋大学大学院 経営管理研究科
金融戦略・経営財務プログラム

金融の深い知識と広い視野を持った世界で活躍するリーダーの育成に取り組めます。

開講時間	平日夜間・土曜
言語	日本語
キャンパス	千代田

英語プログラム

PROGRAM IN ENGLISH

HUB
国際企業戦略 (ICS)
INTERNATIONAL CORPORATE STRATEGY

一橋大学大学院 経営管理研究科
国際企業戦略専攻

実務経験3年以上の社会人を対象に国際的なビジネスのプロフェッショナルを養成します。

開講時間	平日昼間
言語	英語
キャンパス	千代田



| 9月にスタート、英語で授業、GMATとTOEFLが受験資格:グローバル連携を支えるインフラ

MBA | September 2019 Intake | Class of 2019

Round	Application Term	Interview Date	Admission Decision
1	Nov 26, 2018– Jan 3, 2019	Feb 1, 2019	Feb 14, 2019
2	Feb 4, 2019 – Mar 7, 2019	Apr 5, 2019	Apr 16, 2019

EMBA | September 2019 Intake | Class of 2019

	Application Term	Interview Date	Admission Decision
	Nov 26, 2018– Apr 4, 2019	May 9, 2019	May 16, 2019

HITOTSUBASHI ICS | MVV (ミッション、ビジョン、バリュー)

MISSION 世界でのユニークな存在意義を示す

“Achieving the **‘Best of Two Worlds’** by acting as a bridge linking Japan to Asia and the globe, and as an international center of excellence for the creation, management and dissemination of knowledge.”

VISION

“To be one of the most prominent business schools in the world that develops global leaders who are.” **expert on Japan, immersed in Asia,** and able to make significant **impacts on the world**

VALUES

Guiding the vision are the core values we follow in everything we do: **Excellence; Integrity; Imagination; Inclusiveness; and Citizenship**



HITOTSUBASHI ICS | MVV (ミッション、ビジョン、バリュー)

世界でのユニークな存在意義を示す

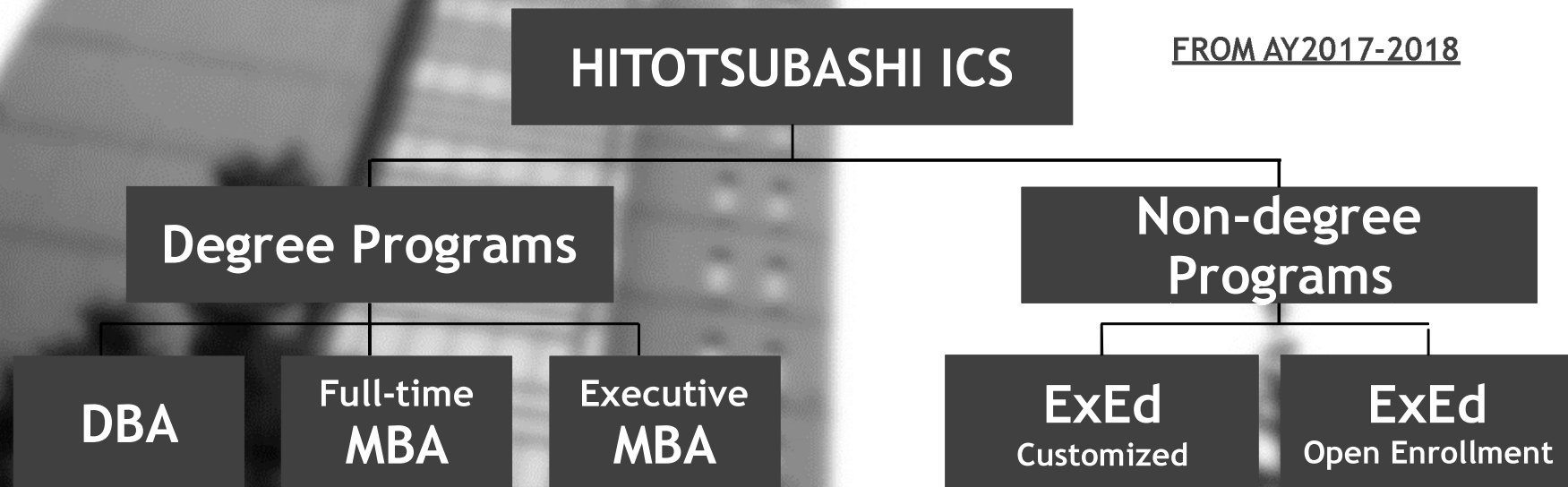
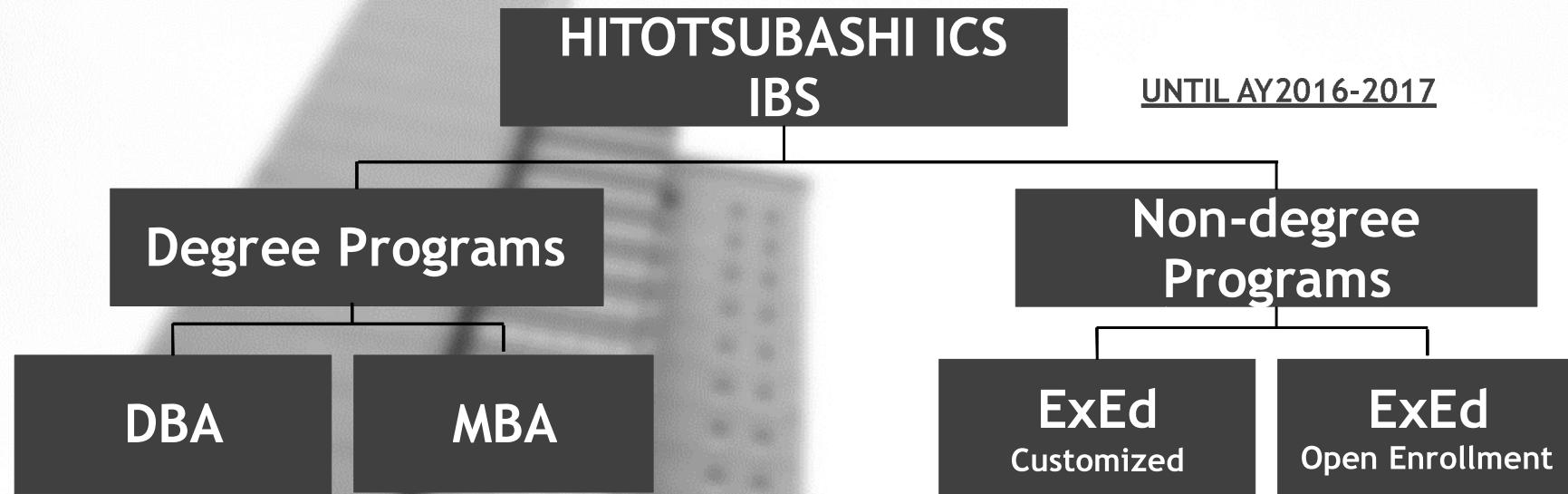
Best of Two Worlds

***To be “the Bridge (一橋)” 懸け
橋になる***

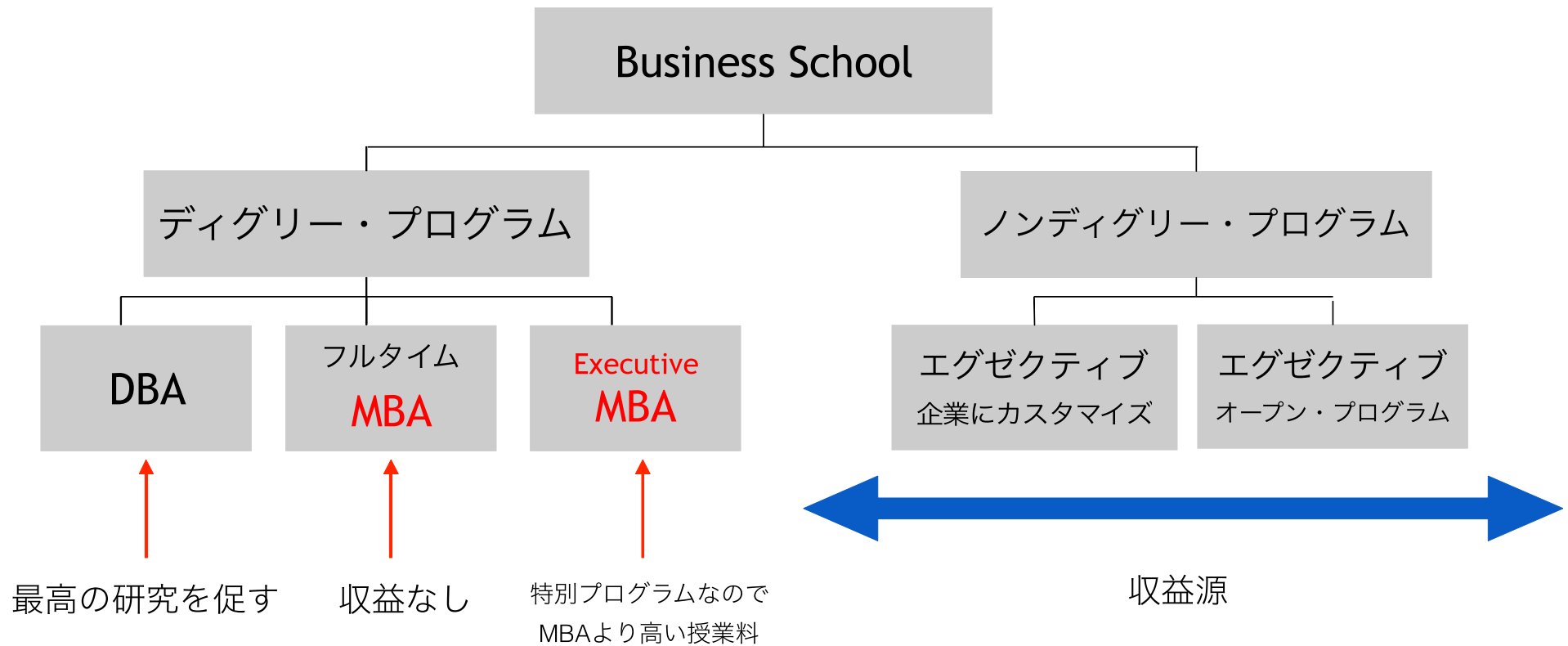
between

- East and West
- Large and Small
- Global and Local
- Old and New
- Practice and Theory
- Cooperation and Competition
- Business and Society

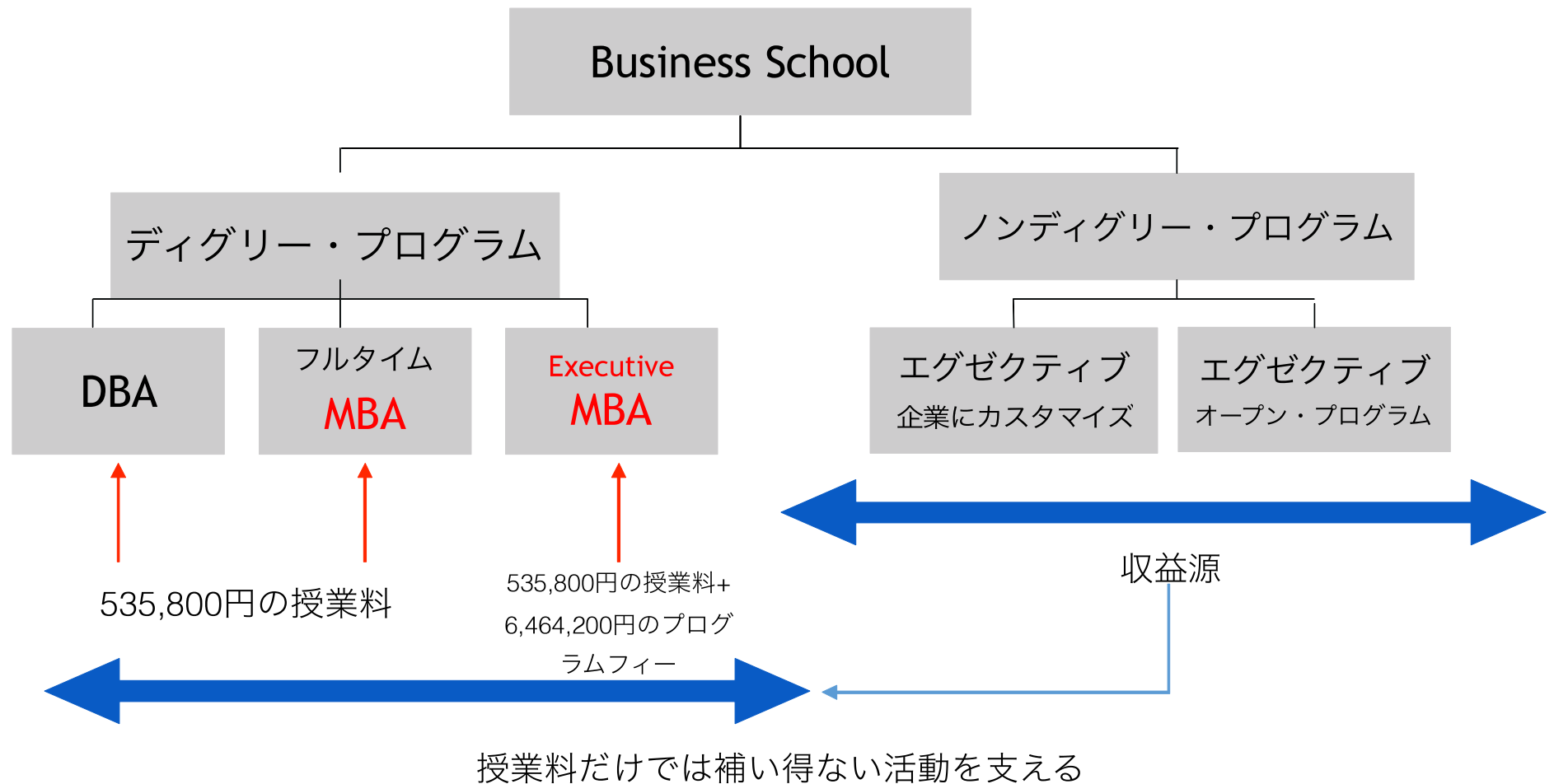
HITOTSUBASHI ICS | プログラム



世界のビジネススクールのビジネスモデル



ICSのビジネスモデル、レベニューモデル



一橋ICSを支える組織体制

- 14人の承継教員ファカルティ＋8人の特任ファカルティ
 - 8人の特任ファカルティの内3名は寄附講座、5名は外部資金獲得
- 23名のプロフェッショナル・スタッフ
 - 21名は外部資金獲得、2名は企業からの派遣（外部資金の一種:1人はデジタル教育を支えるITのバイリンガルTA）
 - 世界のトップ・プロフェッショナルスクールは、優秀なプロフェッショナル・スタッフ（マスター以上の学位を持つ者多数）によって支えられている

一橋ICSの収益モデル

- 研究には科研、研究プロジェクトに対する寄付金
- 寄附講座
- 最も重要なのはNIK寄附金
 - NIK(Nonaka Institute of Knowledge)：一橋ICSファカルティーが行う企業研修のために設立（大学には兼業申請）：非営利組織のために収益はICSに寄附
 - 2018年度実績は2億円

Hitotsubashi ICSはQS 2019 Rankingsで日本#1



QS Global MBA Rankings: Asia

Discover the top full-time MBA programs in Asia with the **QS Global MBA Rankings: Asia**.

[Read more](#)

▶ Global Top 10



#1



Business School in Japan

Global MBA Ranking 2019



ICS
HITOTSUBASHI

MBA



INTRODUCING HITOTSUBASHI ICS

2. 教育プログラム | DBA - EMBA - MBA

三つのプログラム | DBA - EMBA - MBA

DBA

The mission of ICS's DBA program is to develop talented people who can serve as a bridge that leverages the "Best of Two Worlds" of theory and practice. Our goal is to produce unique research at the leading-edge of applied management.

DBA Program Overview

Hitotsubashi ICS began offering a Doctor of Business Administration (DBA) program to business executives in October 2002.

EMBA

Hitotsubashi ICS is offering participants the opportunity to earn an Executive MBA ...

EMBA Program Curriculum

The program is split into 2 modules: the Foundation Stage (4 months) and the Mastery ...

MBA

The mission of the MBA Program in ICS builds on our tradition. Our goal is to contribute to society by developing business leaders capable of initiating, implementing, and managing innovation on a global scale.

Curriculum

MBA Program Curriculum

Course offerings are shown below. This course listing and course descriptions are for reference only and ...

Intention

Buyer's response
Profit

MBA | フルタイムMBA Program

MBA

Full-time MBA program/1 year or 2 year

Academic degree awarded

Master of Business Administration (MBA)



Yoshinori Fujikawa,
MBA Program Director

MBA at a glance - Class of 2018



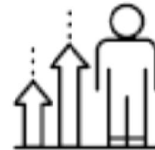
39

Cohort size



30

Average age



6.4

Avg years
experience



51.2

% women



13

Countries/Regions



657

GMAT Average



760

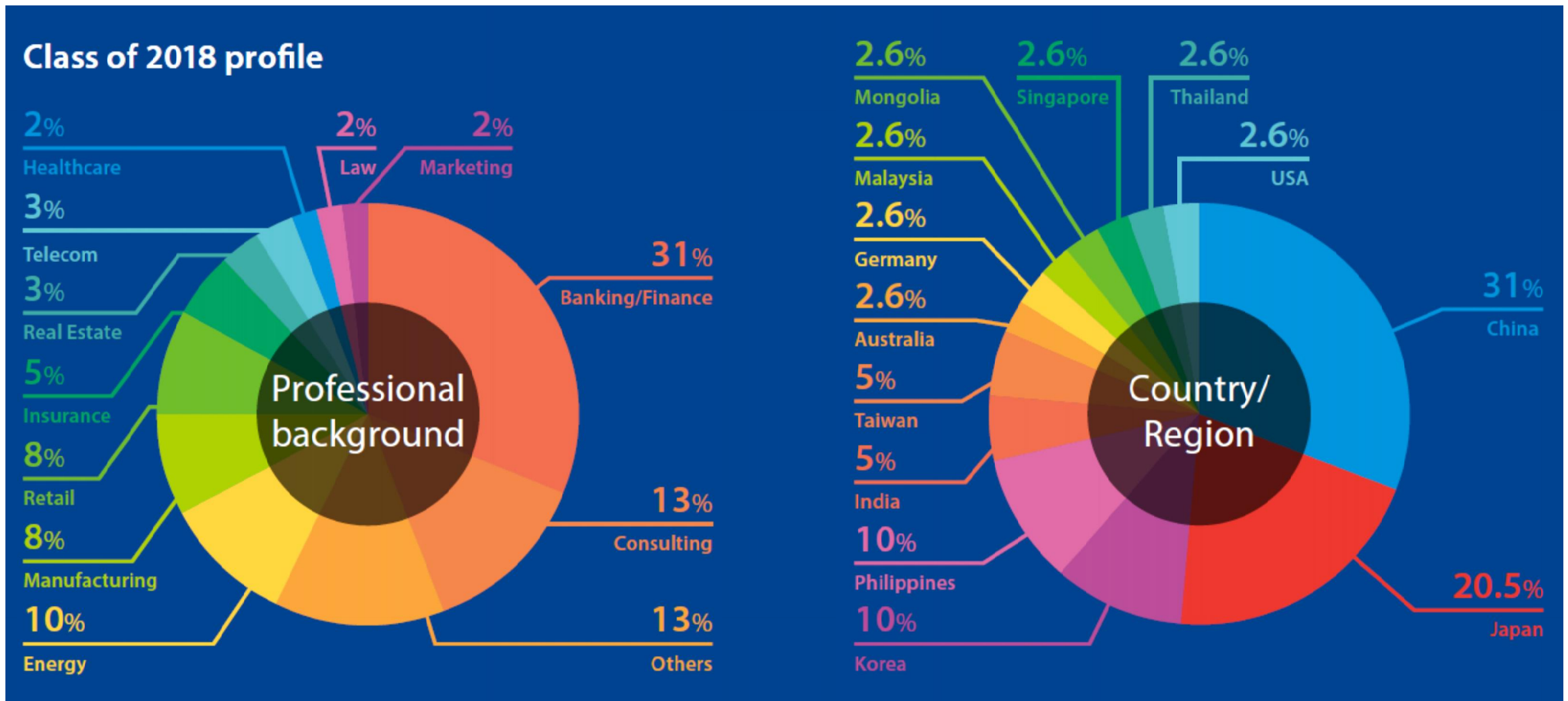
GMAT Highest



20/80

% Japanese / Non-Japanese

MBA | 学生のプロフィール | Class of 2018



MBA | Premium x Boutique x Bespoke | 授業風景

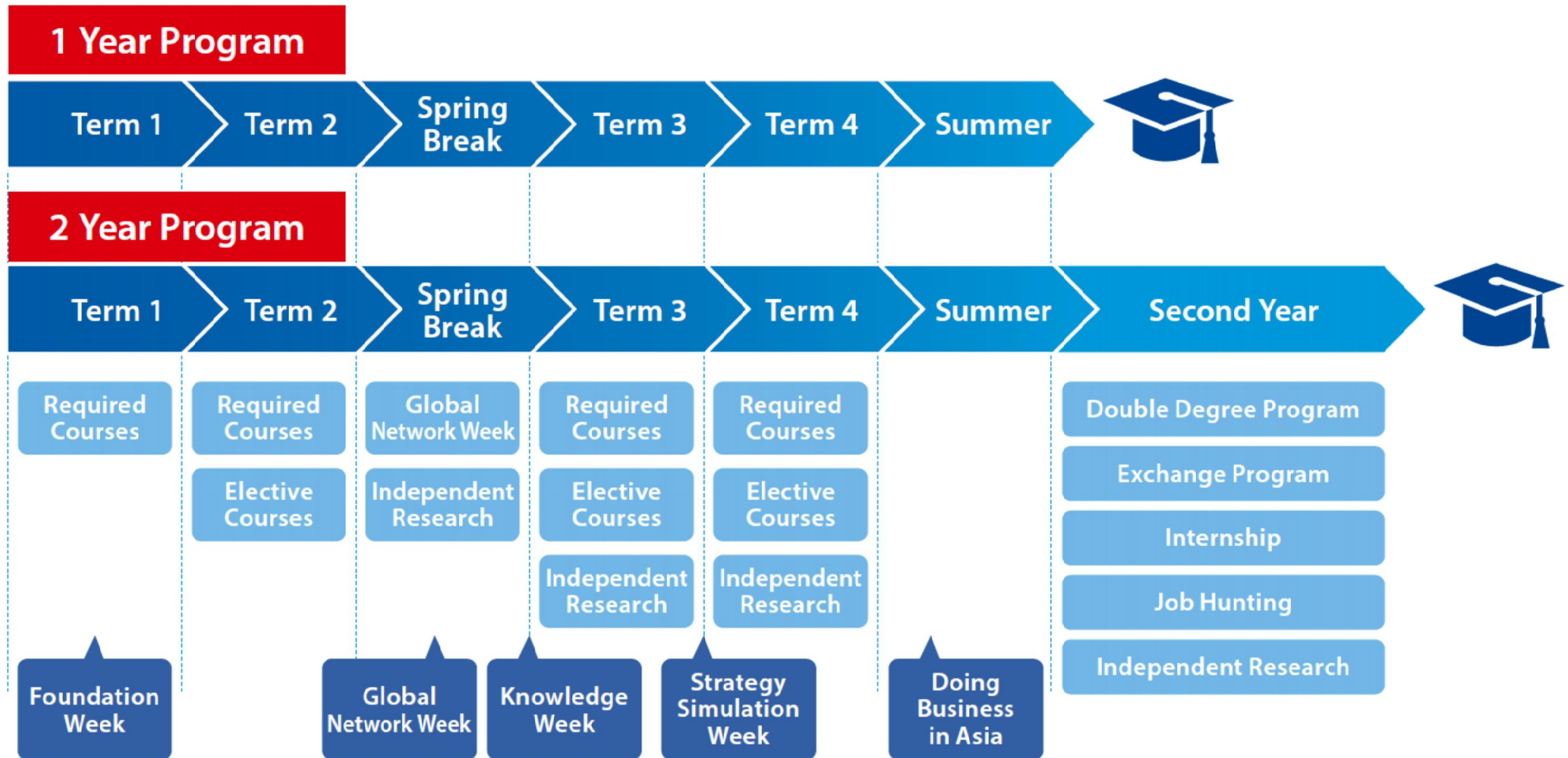


MBA | Premium x Boutique x Bespoke | 多様性



MBA | Premium x Boutique x Bespoke | 授業スケジュール

Structure



海外との連携プログラムがカリキュラムに組み込まれている

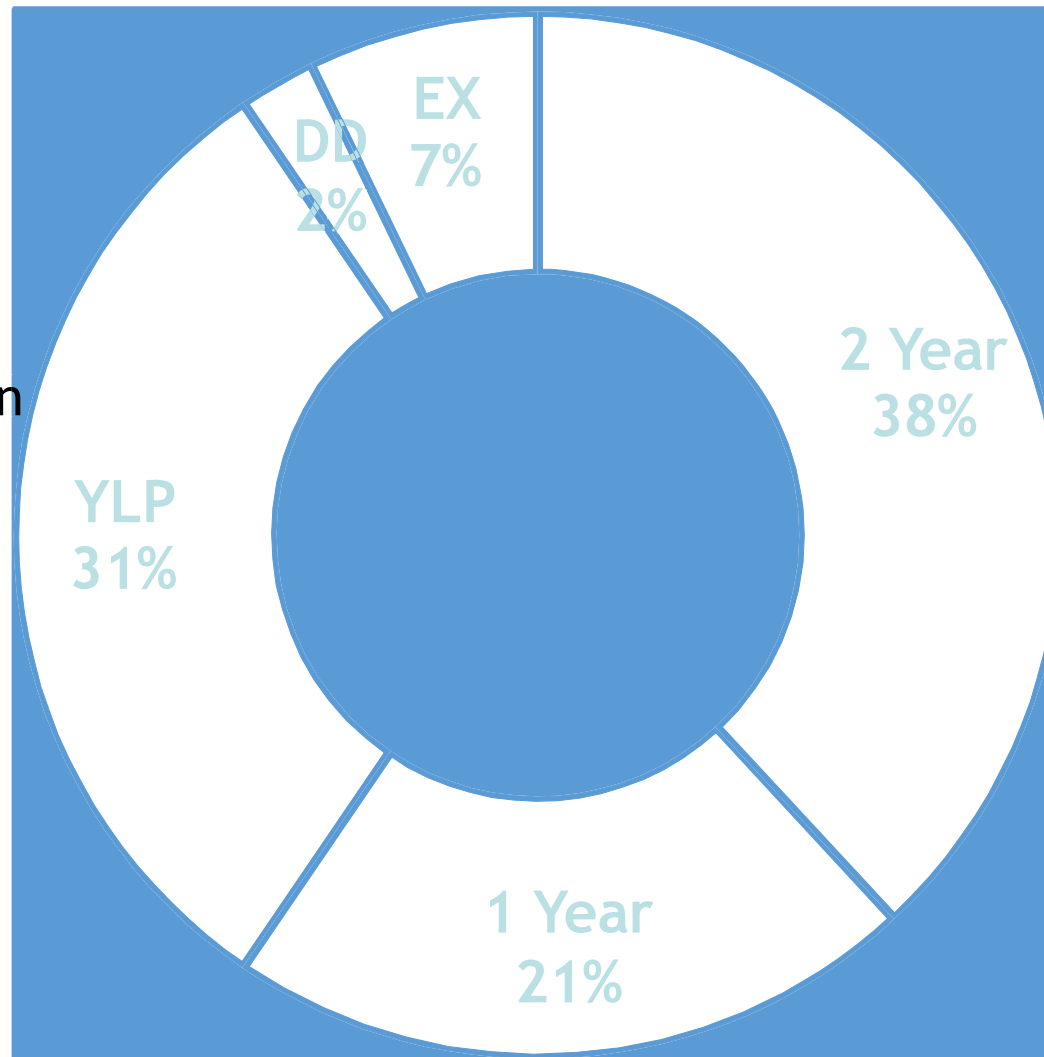
MBA | Premium x Boutique x Bespoke | バラエティに富んだ教育



MBA | Premium x Boutique x Bespoke | 1-Yearと 2-Yearの比較

1年プログラム

- Typically company-sponsored
- Self-sponsored, not interested in internship nor DD/EX program
- Young Leaders Program (YLP)



1年プログラム

- Typically self-sponsored
- Interested in internship and/or DD/EX in the second year
- Early graduation in 1.5 years (March)

MBA | Premium x Boutique x Bespoke | 学生—教員比率

STUDENT

FACULTY



ファカルティー

- 多様性の力
 - アカデミックバックグラウンド・ファカルティー
 - Ph.D. or DBA from Univ. of Michigan, UC Berkeley, Penn State, Harvard, Wharton, Univ. of Chicago, Carnegie-Mellon, MIT, Univ. of Minnesota —世界のトップ・ビジネススクールのファカルティーと強力なネットワークを持つ
 - ビジネスバックグラウンド・ファカルティー
 - BCG, McKinsey, UBS, CS First Boston, A.T. Kearney

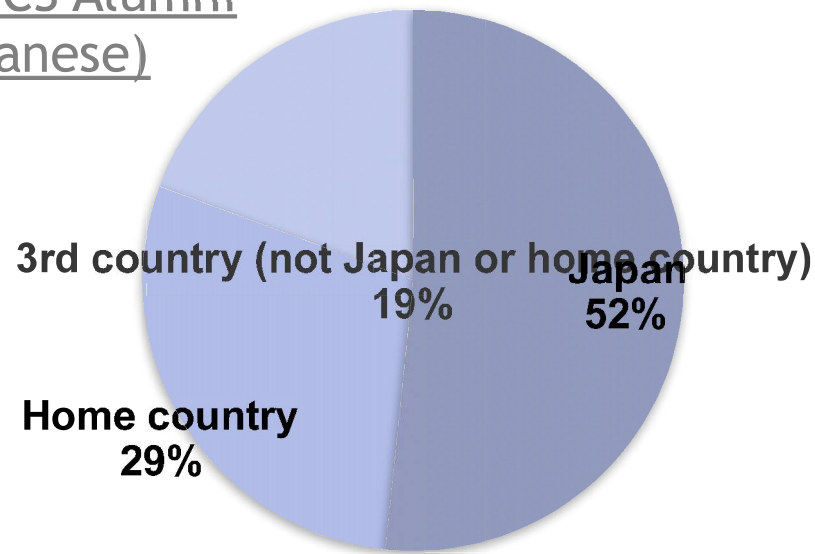


MBA | Premium x Boutique x Bespoke | 企業とのネットワーク



MBA | Premium x Boutique x Bespoke | Alumniとのネットワーク

Where's ICS Alumni (Non-Japanese)



ICS Alumni Association (Membership: 1,000+)

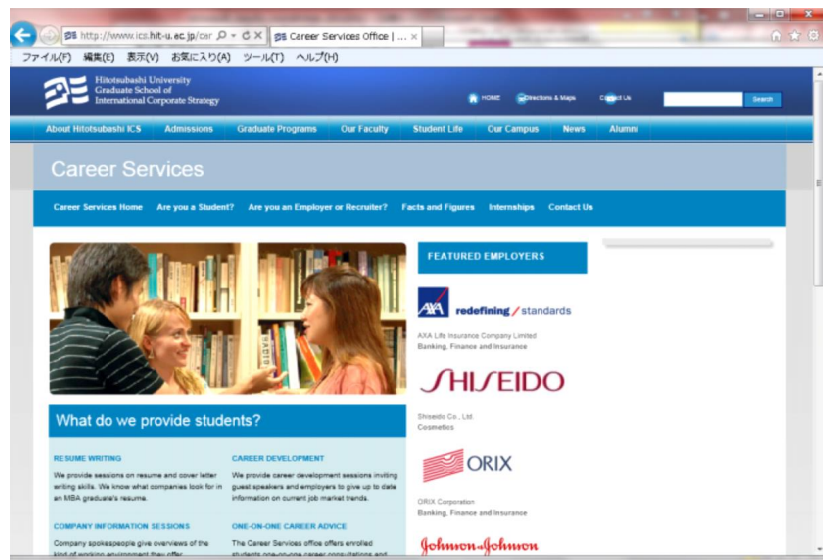


And virtual gatherings too

- Virtual Stay-In-Touch tools
- ICS Alumni Website - <http://www.hitotsubashi-ics.org>
 - Life-long email address - nicknameYYYY@hitotsubashi-ics.org
 - facebook Group - "Hitotsubashi ICS Alumni"



Career Services Office



Josuiikai: Hitotsubashi Alumni (Membership: 33,000+)



MBA | Premium x Boutique x Bespoke | 卒業後のキャリア

Hitotsubashi ICS MBA Graduates: Placement, 2011-2017

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
- Ichigo, Inc.
- Merrill Lynch
- Mizuho Financial Group, Ltd
- Mizuho Securities Co., Ltd.
- Nikko Asset Management Co., Ltd.
- ORIX Corporation
- Sompo Japan Nipponkoa Insurance Ltd.
- SMBA Nikko Shoken
- Tokyo Star Bank, Ltd.

Consulting

- Accenture Japan Ltd
- Aon Hewitt Japan, Ltd.
- The Boston Consulting Group
- BTS Japan K.K.
- Deloitte Tohmatsu Group
- es Networks Co., Ltd.
- 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
- Google Japan
- Kakaku.com, Inc.

- Microsoft Japan
- Marine Software
- NTT Data Corporation
- Rakuten, Inc.
- SECOM Co., Ltd.

Retail

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

Manufacturing

- 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.

Food, Tobacco, Consumer and Luxury goods

- Ajinomoto Co., 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
- Cicom Brains, Inc.
- Hitotsubashi University
- MarketShare
- NPD Japan, Ltd.
- RareJob Inc.
- Sumitomo Corporation Global Research Co. Ltd.
- Sony Global Education, 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
- White & Case, LLP

EMBA | Executive MBA Program(在職、1年で学位)

EMBA

Part-time/1 year

Academic degree awarded

Master of Business Administration (MBA)



Tomonori Ito,
EMBA Program Director

EMBA at a glance - Class of 2018



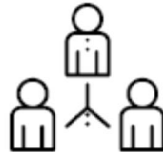
12

Months duration,
Sep-Aug



15

Cohort size



39

Average age



15.4

Avg years
experience



7

Countries/Regions



3

Global immersions



6

Tokyo-based weeks
(Weekdays)

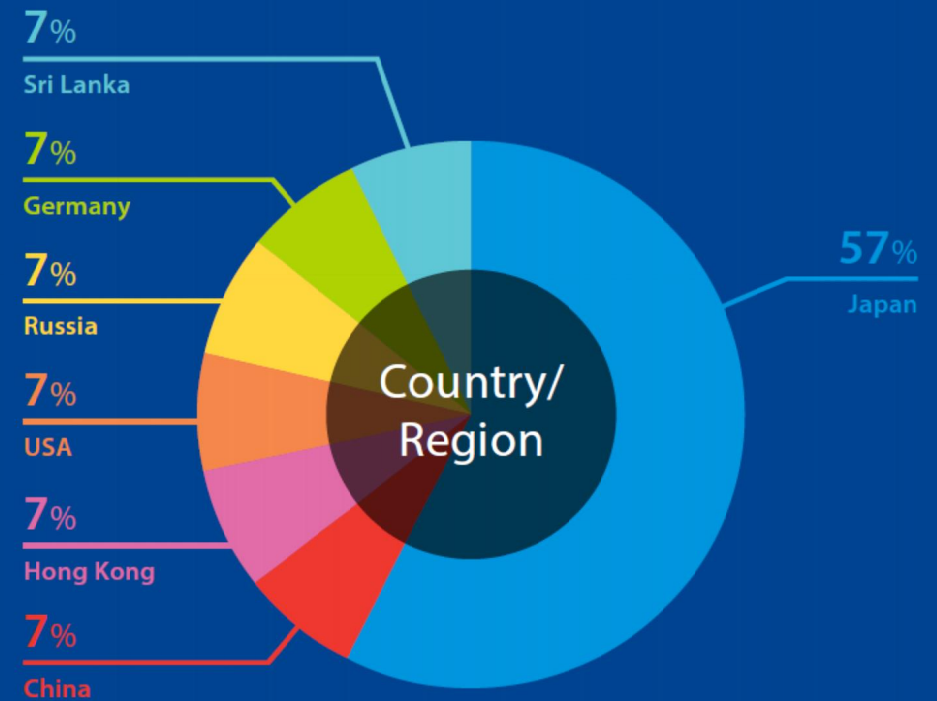
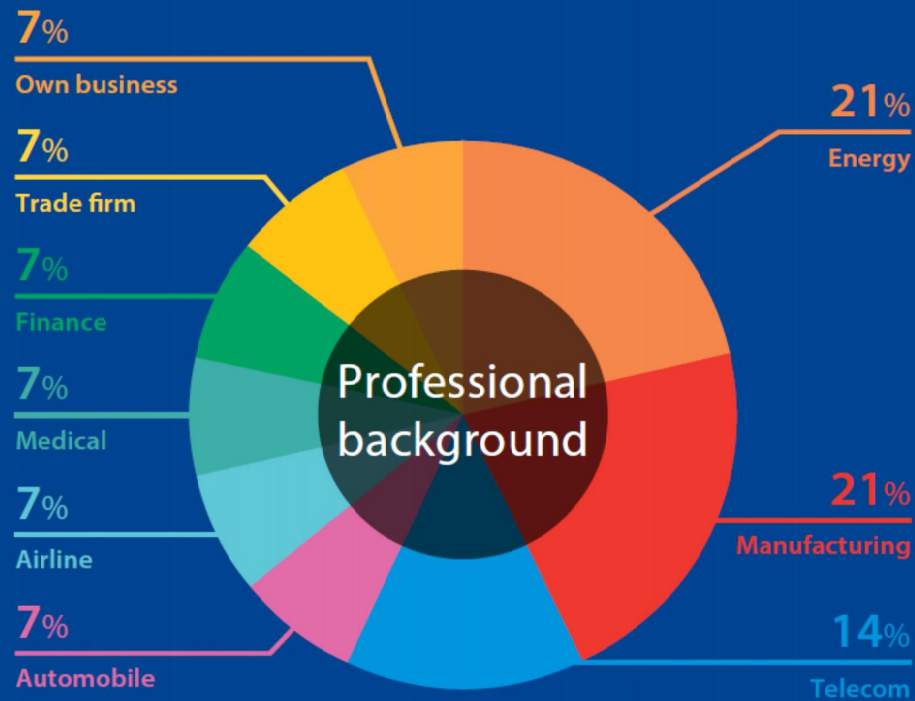


30

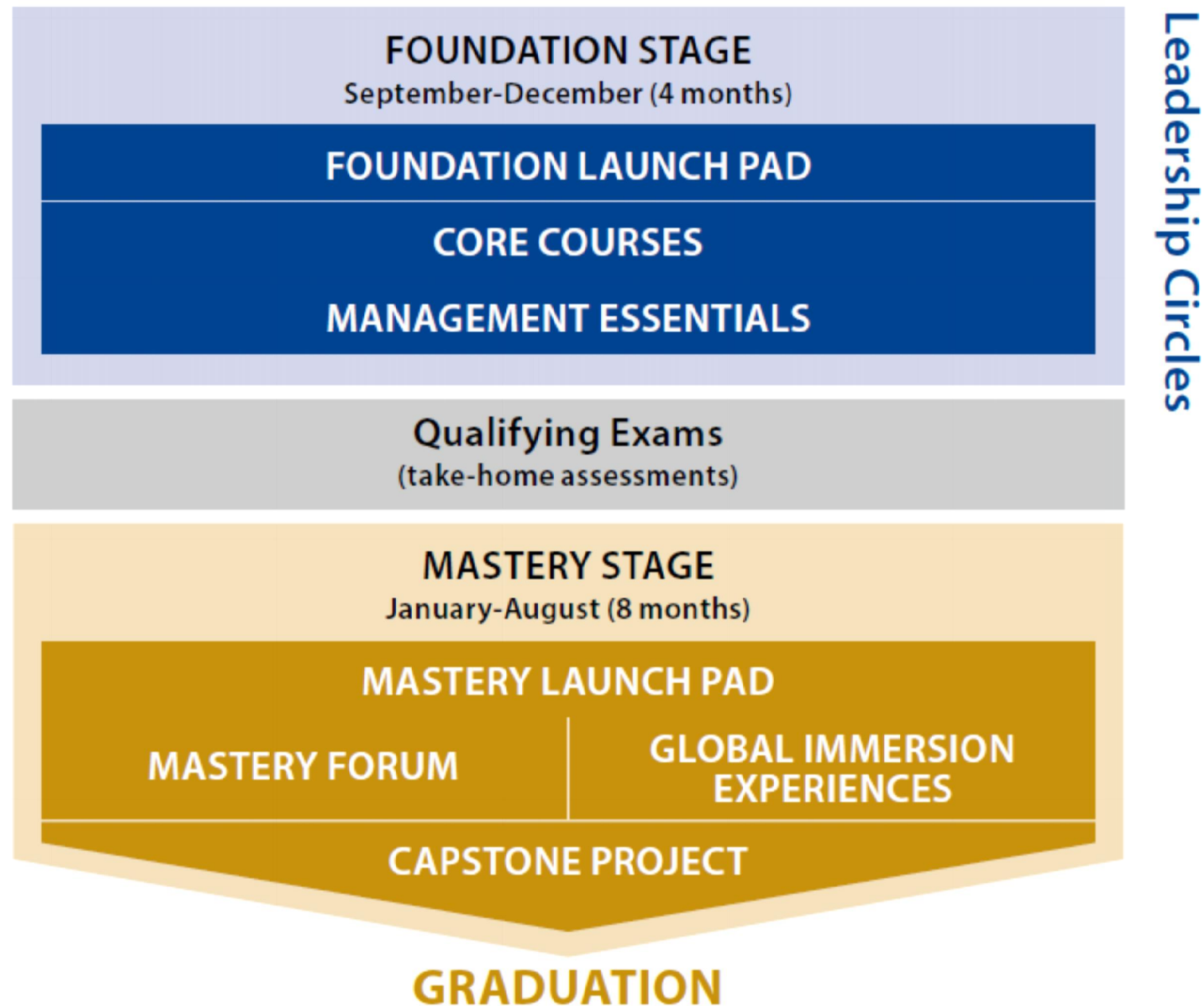
% of virtual classes
(Core courses)

EMBA | 学生のプロフィール | Class of 2018

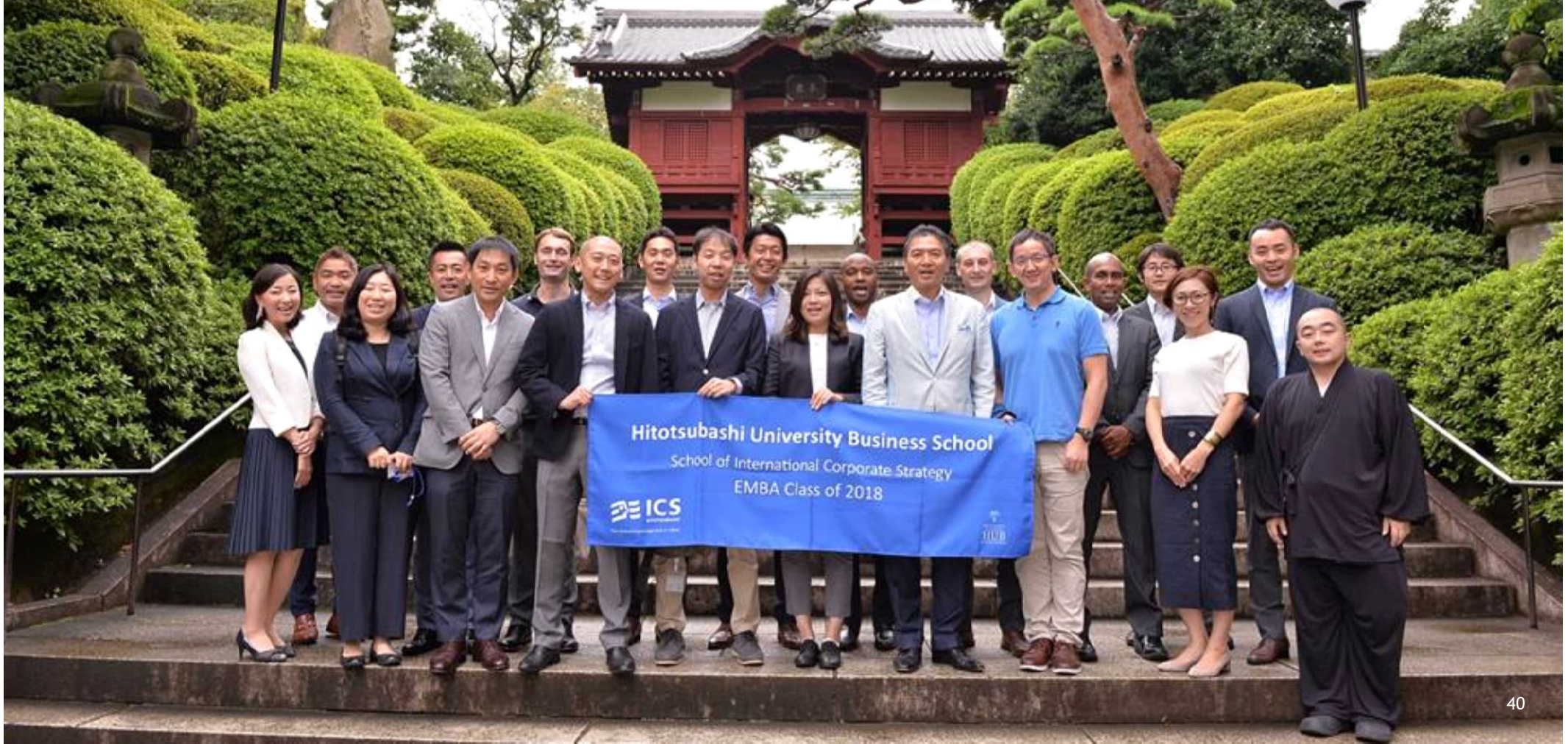
Class of 2018 profile



EMBA | Premium x Boutique x Bespoke | Blended Learning: 教室での授業 + オンライン授業 + Global Immersion



EMBA | Premium x Boutique x Bespoke | 多様な学生



EMBA | Premium x Boutique x Bespoke | Blended Learning

EMBA

Curriculum Close-up

Foundation stage

Core Courses

Course	Facilitating Professor
Creating Knowledge for the Future	ICHIO, Kazuo (Ikuo)
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	ROBINSON, Patricia (Pat)
Leading Innovation	MOUSTAFELLOS, James
Making Decisions for Shared Value	NAWA, Takashi
Measuring and Delivering Performances	KOGA, Kentaro (Kenry)
Pursuing Differentiation	KUSUNOKI, Ken
Realizing Customer Value	FUJIKAWA, Yoshinori (Yoshi)

Leadership Circles

EMBA programs are known for building close relationships during program activities. At Hitotsubashi ICS, we do this and more. To create the trust that underlies enduring relationships - the Japanese concept of "ba" - we conduct Leadership Circles throughout the academic year. This proven method, used successfully in many executive development programs and in multinational mergers, fosters the sharing of stories among participants and the exchange of feedback through open questioning and active listening.



Mastery stage

Global Immersion Experiences

GIEs are visits to three different locations to learn the latest global business practices, firsthand. They include a trip to Bangalore (February), a trip to Silicon Valley, CA (April), and one Global Network Week (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.



Capstone Project

In this key program deliverable, the students will work individually and over time during the Mastery Stage to develop a strategy to solve a business problem, or take advantage of a business opportunity, facing the organization the students belong to. The Capstone Project not only jumpstarts the learning from the Foundation Stage, but also provides the organizing principle for the Mastery Stage. At the end of the program, all students will present their Capstone proposal to the Faculty Panel.



The Hitotsubashi ICS EMBA is a "bespoke" educational experience. It is based on you: your professional growth, your career objectives, your highest aspirations for yourself and your company.

INTRODUCING HITOTSUBASHI ICS

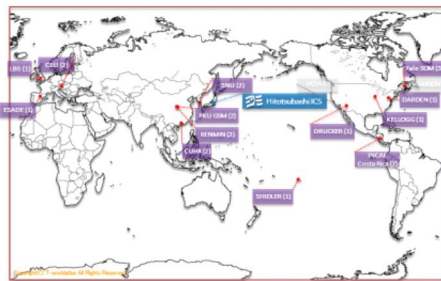
3. グローバル・ネットワーク

HITOTSUBASHI ICS | グローバル戦略 - 三つの柱

EX

Exchange Programs
Two-school Partnership:
15 Partner Schools

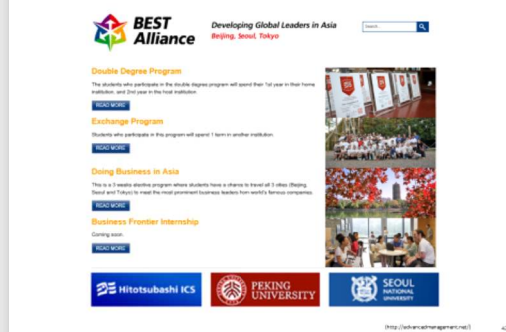
1. EX | Two-school Exchange Programs



BEST

BEST Alliance
Three-school Alliance:
PKU - SNU - ICS

2. BEST | BEIJING-Seoul-Tokyo Three School Alliance



GNAM

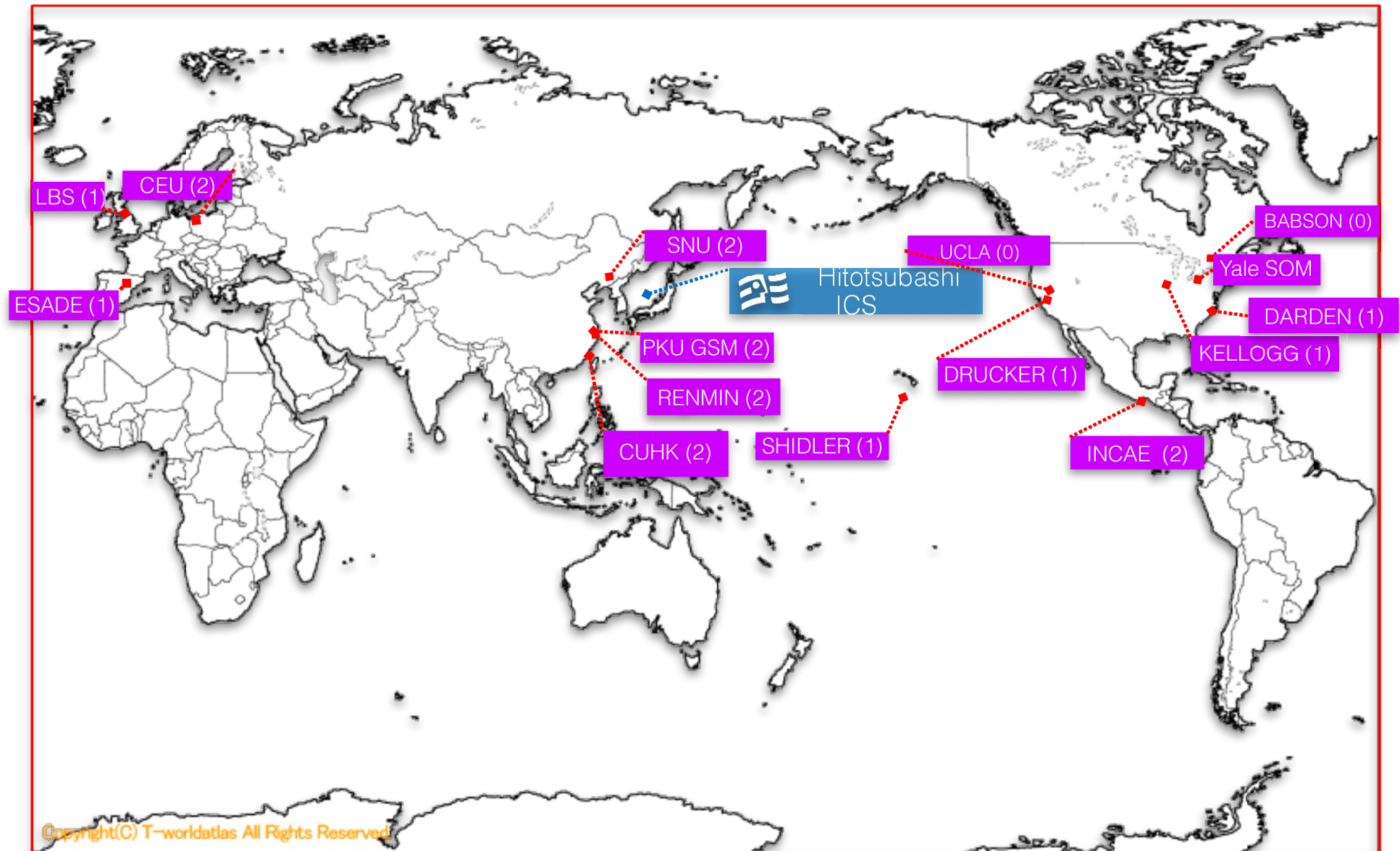
Global Network for Advanced Management
Network of 30 Schools
Around the World

3. GNAM | Global Network for Advanced Management

- Network of 29 business schools around the world, pursuing to advance innovation in management education.



1. EX | Two-school Exchange Programs: 15 Partner Schools



2. BEST | BEijing-Seoul-Tokyo Three School Alliance



**BEST
Alliance**

Developing Global Leaders in Asia
Beijing, Seoul, Tokyo

Search... 

Double Degree Program

The students who participate in the double degree program will spend their 1st year in their home institution, and 2nd year in the host institution.

[READ MORE](#)

Exchange Program

Students who participate in this program will spend 1 term in another institution.

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Doing Business in Asia

This is a 3 weeks elective program where students have a chance to travel all 3 cities (Beijing, Seoul and Tokyo) to meet the most prominent business leaders from world's famous companies.


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Business Frontier Internship

Coming soon.

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 Hitotsubashi ICS



MBA、ファカルティーリサーチ、エグゼクティブ教育に関する戦略的提携

et/)

The BEST Alliance (2011-)



(1) Double Degree Program (1 year)

- Completing the 1st year at ICS, and spending the 2nd year at PKU or SNU
- # of students = 2 from ICS, 6 from the three schools

(2) Exchange Program (1 term)

- Exchange slots expanded
- # of students = 4 from ICS, 12 from the three schools

(3) Doing Business in Asia (3 weeks)

- Intensive course in Beijing, Seoul, and Tokyo in August
- # of students 10 from ICS, 30 from the three schools

MBA、ファカルティーリサーチ、エグゼクティブ教育に関する戦略的提携

BESTのMBAにおける活動：ABLP

Exchange	To PKU	1	1
	To SNU	0	1
DD	To PKU	0	0
	To SNU	1	0
DBiA (Aug)*	To PKU/SNU	10	10
Total		12	12
Actual figure		2	12
*DBiA in H28 doesn't count as it took place before ABLP started.			
COMING (受入)		H28 (2016)	H29 (2017)
Exchange	From PKU	1(april - June)*	1
	From SNU	1(april - June)*	1
DD	From PKU	1	1
	From SNU	1	1
DBiA (Aug)*	From PKU	10	10
DBiA (Aug)*	From SNU	10	8
SNU study tour (Nov)		29	
Total		51	22