

K O B E U N I V E R S I T Y

School of Business Administration





What we want to inform you about

This brochure is not an ordinary guide to entrance examinations. This brochure was born to enlighten students about the truly powerful possibilities provided by the School of Business Administration, Kobe University.

We consider that education of business studies is not just a matter of filling four years from matriculation to graduation and employment, but it is an integrated matter having a durable effect on your entire life. We aim for this brochure to answer the following questions:

Discipline	Why would you make the effort to study management?
Identity & Vision	Where did the School of Business Administration, Kobe University come from? Where does this educational and research institution aim to go?
Education	What and how do you study and what academic high points can you reach at the School of Business Administration, Kobe University?
Your Life	What impact does studying at the School of Business Administration, Kobe University have on the rest of your life?
Study Abroad	How is the School of Business Administration, Kobe University connected to the academic world outside Japan?
Center of Excellence	Are there any reasons for choosing to study management at the School of Business Administration, Kobe University?
Admission	When and what kind of admission prospects are available to you?

Through this brochure, we wish to share our vision with you.

“Vitality at Work and for Life”

Studying Management Can Nurture and Unlock This Vitality

A place around which your day as well as your life revolve

In human life, any period is irreplaceable. It is often said the period of campus life is the best period of one's life. However, many people spend the rest of their lives until they are around 60 years old in organizations called companies after graduating from universities. This is of longer duration and the core period that spans much of human life. Spending this

important period miserably is a dreadful outcome. **Do you wish to know more about your company around which your day as well as your life revolve?** To spend your life wisely, confidently, and meaningfully, and to become a management professional who can largely determine his own way of life and working, you should know your company well.



Human relationship through jobs

We do not say that it is useful to know the actual situation of your company before entering it. It is a great mistake to consider studying management at a university merely as a time for acquiring practical knowledge regarding the workings of your future company. It is also a misunderstanding to consider education of business studies merely as the teaching of accumulated know-how to manage companies.

Management is a science that attempts to clarify general and important aspects of our societies

in which human relationships are formed through jobs. For example, every product we are using in our daily lives is the outcome of jobs in which various people are engaged in processes ranging from its manufacturing to its delivery across company frameworks. **Studying management yields perspective on our societies by deeply considering human relationships as created and influenced through a wide spectrum of jobs.**



▲ School building (spring, summer, autumn, and winter)

Field with excellent perspectives

Management is a field providing excellent perspectives. In order to deepen the understanding of societies where we are living now from various viewpoints and to acquire knowledge useful for actual practice, no other science can equal management. What are the reasons for that?

Reason 1 Business administration always deals with actual situations, which is not necessarily the case for other, often more challenging disciplines.

Reason 2 Business administration is a theory-oriented science.

For example, the School of Business Administration, Kobe University places value on why a specific product was successful and conducts fieldwork investigations to explore this success.

Reason 3 To examine a company's management, a wide range of areas must be explored; therefore, various disciplines are covered in business study.

Pricing a product to edge out the competition is a matter of economics; human motivation (why do people work hard) is a matter of psychology; the logical solution of a complicated management problem is a matter of mathematics; and determining the connection between actual data and theories is a matter of statistics. When a manager of a company wants to study youngsters' shopping behaviors, even anthropology is called upon to serve business administration. People have various interests and strengths and weaknesses, and all types of people can study at the School of Business Administration, Kobe University due to its association with various disciplines.

Design for life

It is difficult to imagine yourself 10 years hence. After getting an excellent university education, you are sure to be **full of vitality in your life and working** at 10 or 20 years into the future. To ensure having the excellent

prospect of a fruitful life during the most important period of your working days, an excellent course to study is management and an excellent place to do so is at Rokkodai Campus with a great view.



▲ Landscape of Kobe seen from the university

Free, Vigorous, and Adventurous Spirits Are the Assets We Cultivate, and This Approach Is Supported by Our 100-year History.

Previously known as the Kobe Higher Commercial School

The Kobe Higher Commercial School established in 1902 is the forerunner of the School of Business Administration, Kobe University. The School was established as the second government higher commercial school after the Tokyo Higher Commercial School. After that, the Osaka Higher Commercial School was

established as the third government higher commercial school. Japan's commercial education was gloriously inaugurated at that time. Shoshin, a school song composed in 1906, has been extolling the brilliant history and traditions of the Kobe Higher Commercial School for over 100 years.

Age of three major colleges of commerce

In 1929, the Kobe Higher Commercial School was promoted to become the Kobe College of Commerce. At that time, the (former) Tokyo College of Commerce was established as an offshoot from the Tokyo Higher Commercial School (currently known as Hitotsubashi University), and the (former) Osaka College of Commerce arose out of the Osaka Higher Commercial School (currently

named Osaka City University). These institutions were called the three major universities of commerce. As edifices of commercial science, they competed with seven imperial universities headed by Tokyo Imperial University (currently named the University of Tokyo).

Japan's first school of business administration

At one time, the Kobe College of Commerce was designated as the Kobe University of Economics. The tradition that commercial science is important has been inherited and reinforced over time without any interruption.

In 1949, during the reform of the educational system after World War II, Kobe University was born. This university was established based on the Kobe College of Commerce, which was once before designated as the Kobe College of Economics. When Kobe

University was born, the School of Business Administration was established as the first school of business administration in Japan. At that time, the School of Business Administration not only took over the brilliant history and traditions as the next in line to inherit commercial science from the Kobe College of Commerce, but it then also added business administration and accounting, which had been on the rise, as its central disciplines.

The main and most important institution of management, accounting, and commercial science

The School of Business Administration, Kobe University has been developing as the main and most important institution of management, accounting, and commerce in Japan. Apart from being proud of its brilliant history and traditions, the School of Business Adminis-

tration has always been at the forefront of research and education of management, accounting, and commercial science in Japan. Therefore, we can say "business studies were born in Kobe, and Kobe has always been the center of Japan's business studies."

Unrestricted academic features

We have been free from the negative aspects of traditions and have never fallen into authoritarianism. In contrast, the tradition of considering practical science important has encouraged both students and teachers to cultivate free and vigorous spirits. The

School of Business Administration, Kobe University has always been ahead of the times while continuously establishing its future direction and cultivating its qualities.



- 2003** Professional graduate school established
- 2002** Specialized graduate school established
- 1999** Promoted to a graduate course university
- 1993** Research Society of Advanced Management established
- 1989** Graduate school for business persons established
- 1953** Graduate school established
- 1951** First Ph.D. in business administration was given to Professor Yasuhiro Hirai.
- 1949** Together with Kobe University, Japan's first school of business administration was born.
- 1935** First Ph.D. in commercial science was given to Professor Zenichi Takitani.
- 1934** Completion of the Rokkodai school buildings, which are still in use today
- 1929** Promoted to be the Kobe College of Commerce
- 1926** Japan Academy of Business Administration was established by Yasuhiro Hirai (Professor at the Kobe Higher Commercial School) and others.
- 1908** Ryosokai, an alumni association, was formed (and is still going strong).
- 1906** Kokumin-Kaizai-Zasshi, Japan's first academic magazine specialized in research of economics and management, was published by Hidenatsu Tsumura (Professor at the Kobe Higher Commercial School). (In 1925, this magazine became an organ of the Kobe Higher Commercial School (until now))
- 1902** The Kobe Higher Commercial School was established
- 明治** **大正** **昭和** **平成**

Aiming to Be an Interface Between Academism and Business Practice

Perspective of the School of Business Administration, Kobe University

Management is a science for managing various organizations represented by companies. Management handles various matters related to enterprises, such as defining the types of leaders who can successfully handle companies, methods of evaluating accomplishments achieved by organizations or people, and delving into the reason why different types of companies such as department stores and specialty shops can exist in proximity even though they sell the same articles.

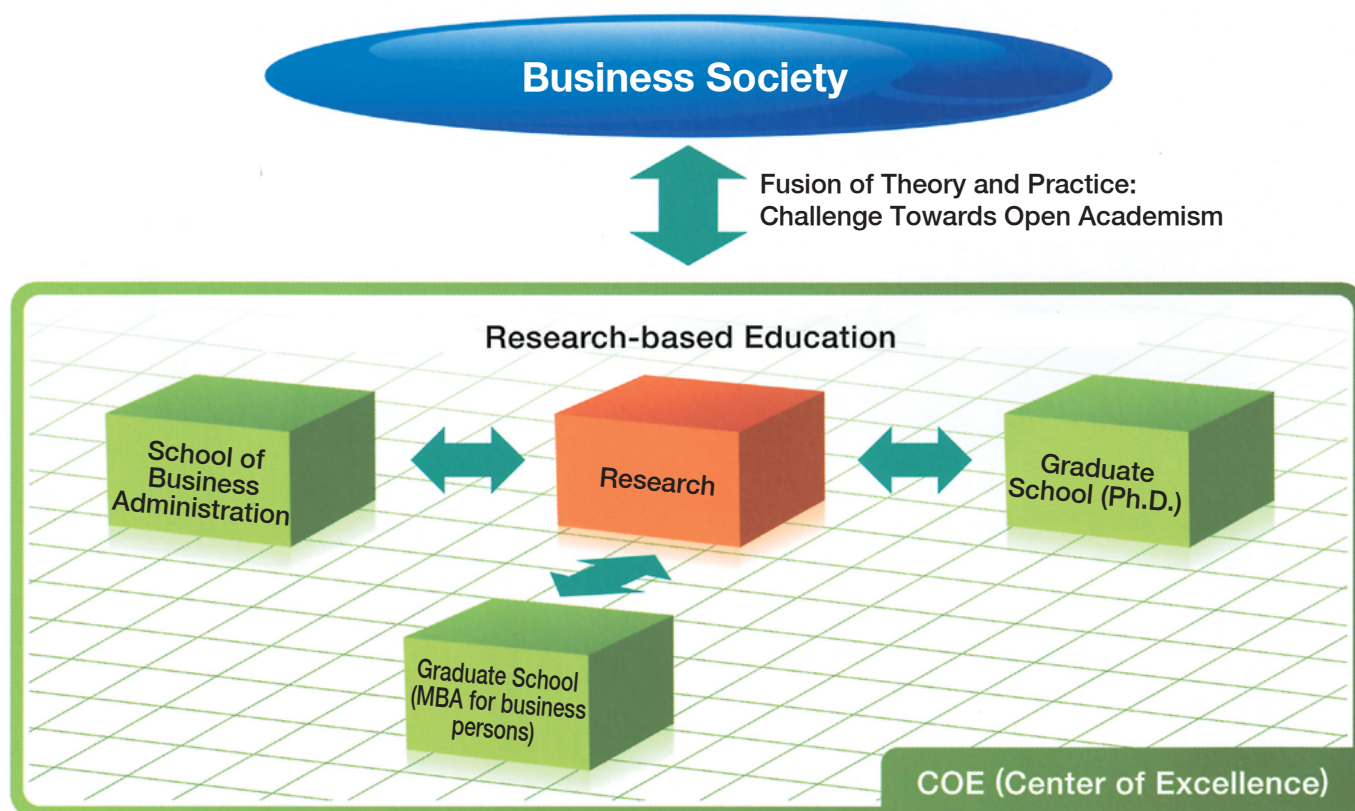
These matters consist of mechanisms underlying production and sale of articles, mentalities of people who are engaged in production and sales of articles, human relationships, and technologies and methods to produce articles.

Economics is related to management. When a company wishes to produce and sell its products, the discipline of economics studies what types of systems and social frameworks are suit-

able for allowing the company to contribute to social prosperity – according to its unique abilities. The science of business studies what characteristics a company should have in order to produce excellent products. If there is no company framework, there is no way to capture and utilize the potential productive ability. Studying management and establishing an excellent company by making use of research results are some of the most important tasks performed in our society.

As shown in Figure 1, the School of Business Administration, Kobe University consists of the School of Business Administration, Graduate School (Ph.D. program), and Graduate School (MBA program for business persons), centering on “research” of business studies. The history and goal of the School of Business Administration, Kobe University as a research and education center are given below.

Figure 1. Schematic diagram of the School of Business Administration, Kobe University



Development as a Research and Education Center

The School of Business Administration, Kobe University has been renewed nonstop. Social needs and academic trends require positive and flexible adaptation. In 1998, the School was promoted to be Japan's first university placing a great value on graduate school curriculum for management, accounting and commercial science. In 2003, the 21st Center of Excellence (COE) Program launched by the Ministry of Education, Culture, Sports, Science and Technology selected the School as COE (with the following research themes: research, development, and education center for advanced business systems) in the field of business studies.

In Europe and America, education and research of business studies had already shifted from the undergraduate to the graduate school level. To teach business studies at the current level, the four year-education in an undergraduate school becomes insufficient. Therefore, business persons who want to study the latest management have come to study at graduate schools of business administration in Japan. However, there are only a small number of educational organizations that can address these needs in Japan.

Because the Graduate School of Business Administration is the

most advanced educational organization in business studies and one of leaders in this field, approximately 150 students enter the School aiming to earn a master's degree and a Ph.D. degree every year. The graduate education system adopted in the School is by no means inferior to that adopted in European and American Universities. The Graduate School consists of business persons aiming to be business professionals and ordinary graduate students aiming to be researchers. Both of these groupings have called attention to the importance of having both education and research activities in the graduate school; consequently, both education and research activities have been established in the Graduate School, Kobe University.

When considering the future development of the School of Business Administration as a research and education center, there are two important aspects and they are: (1) "Fusion of Theory and Practice: Challenge Towards Open Academism" and (2) "Research-based Education." The concepts and approaches towards these ideas are explained below.

Fusion of Theory and Practice: Challenge Towards Open Academism

What is the direction in which business studies should be developed? What are the future directions for the School of Business Administration, Kobe University, which is responsible for education and advanced and creative research as COE? The principle used when considering the above questions for the School of Business Administration is "open academism." Here, the open means to quickly take up actual problems in business societies and initiate research to find solutions as part of the courses studied in business, to publish the results of the study, and to be open to criticism. Academism implies performing education and research activities subjectively and autonomously.

In order to establish open academism, we have generated several educational systems, including a system of employing business persons as full-time teachers (such as employing middle-class managers working in the front line of enterprises as associate professors for 1–3 years or employing senior-class managers as professors for several years), a system of asking top managements

to be lecturers (asking top managements of Japan's leading companies to be lecturers for a semester), and a system of cooperative lectures (lectures in the graduate school in cooperation with outsiders, such as Nomura Research Institute, GCA Savvian, and Accenture).

The substantive aspect of open academism is to generate information and insight beyond the logic popular in business societies, at education and research sites, while taking into account actual changes in problems having an impact on management. This is nothing else but to objectively and widely consider the quintessence of a question. The School of Business Administration, Kobe University is an education and research institution whose basic function is to educate future enterprise managers to study management issues from the viewpoint of researchers – a point of view which is broader and of longer time span than that of the standard business persons.

Research-based Education

Functions of the undergraduate and graduate schools are firmly supported by research activities. In order to develop "research-based education" while taking into account the characteristics of business which is an interdisciplinary and practical discipline and which cannot disregard actual management of organizations (including enterprises), it is necessary to pursue research of current problems by extending cooperative relationships with the industrial society based on the idea of "open academism." Improving the comprehensive research ability is considered indispensable. Basic research, which forms the base of leading-edge research, is important.

The School of Business Administration does not teach you the world existing in musty books as knowledge. The School transmits

the knowledge of business studies, a human intellectual heritage, to you, who will shoulder the responsibility of applying it during times to come – when the next generation takes over – in the business structures of the society of the future. The frontier of management as a science is being opened up due to our intellectual activities, and the School intends to share the excitement with you. For the School to win your empathy, the School must be creative in taking an active part in the front line of business studies, the School must have a substantial graduate school in order to link its research activities to education, and the School must incorporate the results obtained in subjects taught. The School of Business Administration, Kobe University makes it possible to pay attention to these issues.

Specialized Courses Are Offered from the First Year. Therefore, Students Become Interested in Management.

Four-Year Consistent Education

The School of Business Administration has put into operation a curriculum system, in which first-year students study management together with general education course. Figure 2 shows this system.

Students may encounter the study of management for the first time in their lives. Immediately after entering the university they are taught specialized management course in an easy-to-understand way by teachers who also excel in the forefront of their particular field in hands-on business. Therefore, students early on become interested in management. Students can design an academic approach to their study of management. Students can clearly foresee which liberal arts are necessary for their lives. And so begins a positive four-year period partially designed by students themselves.

General Education Course

In the first and second years, students study general education course, such as foreign languages (English and one of German, French, Chinese, or Russian), an information technology, health and sports science, cultural principles, and common basic subjects.



▲ Associate Professor Matsushima "Basic business administration"



▲ Associate Professor Takada "Introduction to business administration"

Business Studies Course

In the first year, in order to acquire basic knowledge essential for studying specialized course, students study basic business Administration, fundamentals of accounting, and fundamental analysis of market system as compulsory subjects.

In the first and second years, students study four selective introductory subjects: introduction to business administration, introduction to market economy, introduction to business history, and introduction to business mathematics.

From the second to the fourth years, based on the above three foundations and specialized basic knowledge obtained in four introductory subjects, students study various specialized subjects and a reading course based on Reading in foreign books to cover various fields of management, accounting, and commerce (marketing system). Moreover, students have the option of studying specialized subjects in the fields related to business studies, which are taught in the Faculties of Law and Economics.

There is also an "professional accountant program" for training high-level accounting professionals, such as certified public accountants and licensed tax accountants.

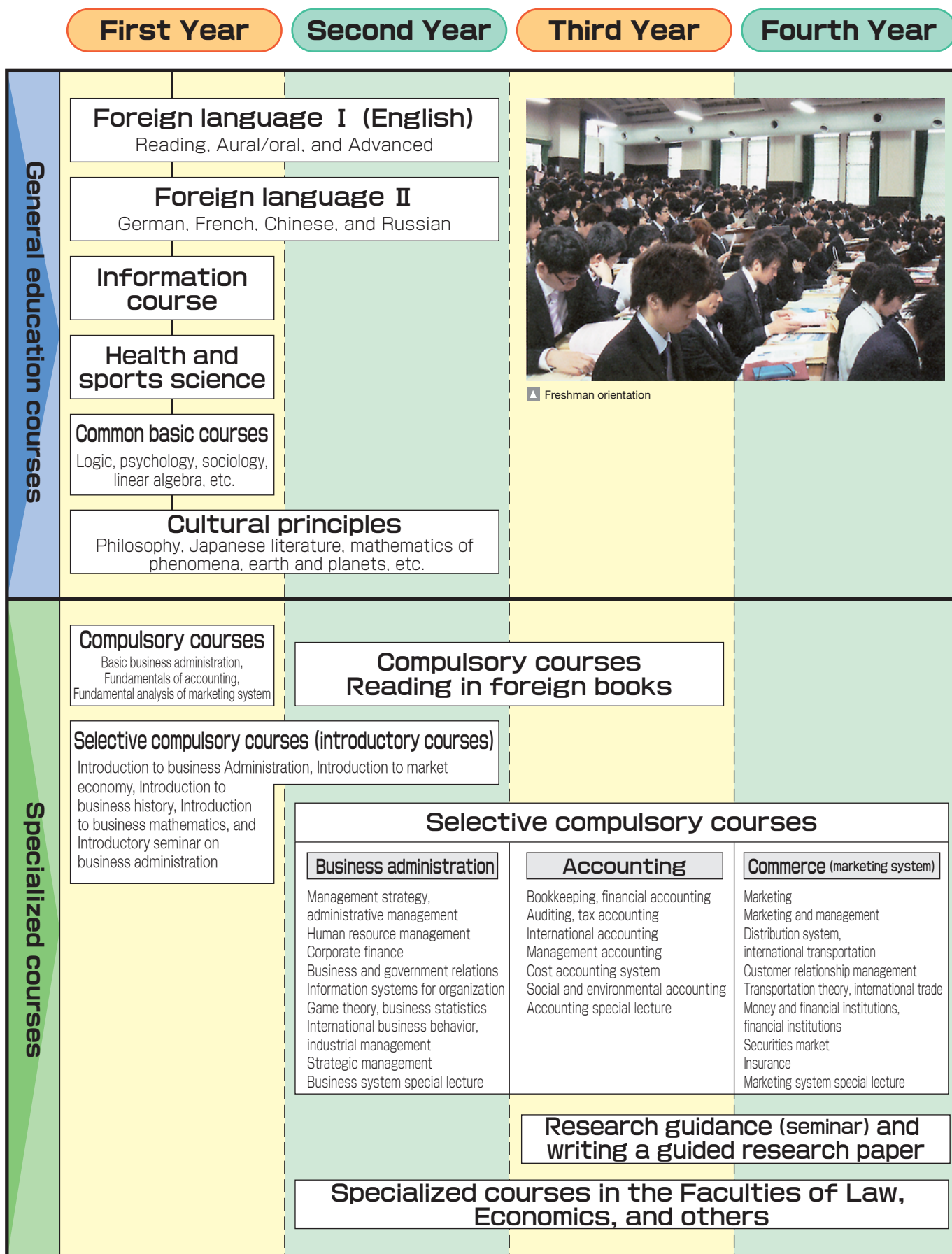
Instruction in Research (Seminar)

In the School of Business Administration, in addition to general lectures, an instruction in research or seminar is taught during their third and fourth years. Through holding a seminar consisting of a teacher and a small number of students, close, personal, and academic relationships between a teacher and students and amongst students are likely to develop. The results obtained during the seminar will take shape in the form of each student's graduation thesis.



▲ Professor Kozumi "Introduction to business mathematics"

Figure 2. Curriculum System of the School of Business Administration (Fiscal Year 2012)



Management Is Examined in All Its Aspects Through various Lectures in Which Theory and Practice Are Well-balanced.

For all-round understanding of management

Management is a very complicated phenomenon. For students to study management in all its aspects, the School of Business Administration, Kobe University offers a comprehensive education system with subjects in fields, such as management, accounting, and commercial science (market system). Once entering the School

of Business Administration, students can freely choose to study any specialized subject. Figure 2 on the previous page shows the subjects you can study in the School of Business Administration.

What can you study? What can you obtain? The contents of the subjects are introduced below.

Administrative Management

The topics to be covered include: why a person commits him/herself to do something (motivation theory); how a person cooperates with others (group dynamics); how a person actively leads a large number of people (leadership theory); and what kind of specialization a person requires to make tens of thousands of people work and to effect adjustments necessary to keep the workforce productive (organizational structure theory). Students will give deep consideration to these matters as case studies based on situations in actual companies.

These topics are familiar to students because they experience them in their school lives. Students also experience these matters in situations, such as university festivals, membership of clubs, temporary jobs, and volunteer activities.



▲ Professor Otogawa "Financial accounting"

Financial Accounting

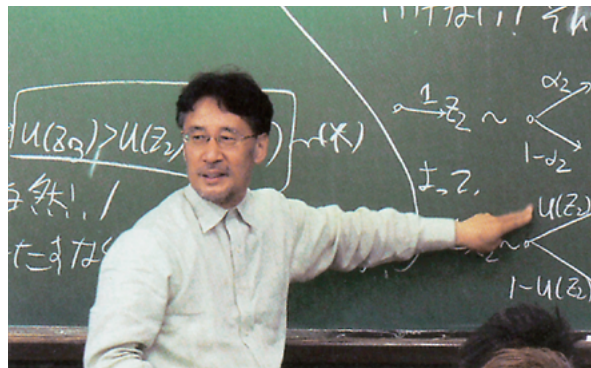
You have probably seen "company XX finished the quarter with higher revenue and net income" or "the financial results of company XX went into the red due to a steep appreciation of the yen" in newspapers or on TV. Regarding a company's business activities in the past year (sales, manufacturing, investments, etc.), financial accounting clarifies how much profit the company made (profit calculation), whether the company's funds are sufficient for its continuous development (asset calculation), etc. Therefore, after studying the ideas and methods of financial accounting, you can understand the meaning of such reports.

Understanding the information on company's profits and assets represented from these reports means that you can acquire important knowledge needed for decision making and your own job selection, such as investing in stocks, making a contract with a company after getting to know the company's situation well enough, launching a new business, and becoming a certified public accountant, or a licensed tax accountant, as an accounting professional.

Game Theory

Management strategy greatly influences the results of management in a continuously changing business environment. What does a strategic decision mean? What does a strategic action mean? In this course, students study how to deal with risks, how to react swiftly to unexpected changing information on strategic actions, and students learn to determine what rational strategy to follow when competitors have made their strategic decisions.

Students acquire an ability to analyze a strategically interdependent relationship between competitors through rigorous analysis of mathematical models (game theory). It does not mean that students talk about a genius who outperforms competitors, but they calmly analyze a competitive relationship. Based on the results, they find the most effective strategy. Students can acquire strategic thinking.



▲ Professor Suehiro "Game theory"

Management Accounting

How are management indicators used for rational enterprise management? For example, in automobile manufacturing, what concept design suitable for an automobile will be accepted by the market? In order to manufacture this automobile, what is an appropriate plan to develop the factory? To make such decisions correctly, it is important to accurately analyze the effects of the decisions on the cost and profit. Even if the concept of a car is excellent, the concept by itself will be meaningless if the car is not placed on the market. How to examine the difference in the progress between planning and actual marketing is also important. To pursue a plan successfully, various people in an organization must participate in the plan. If you do not involve various knowledgeable people in the plan in advance, the plan will probably end in failure.

This subject explicates the above matters by adopting the results obtained in field studies, which can reveal the logic of practical business. This subject increases your ability to understand all aspects of business behaviors ranging from the management indicators all the way to the pursuit of rational business activities.

Marketing

This subject studies transactions – buying and selling – of “goods,” such as cars and TVs, and “services,” on the other hand, such as eating-out and transport by airlines. Some of the topics to be covered are: what types of products “manufacturers,” such as Toyota and Nintendo, develop and market; what types of activities “wholesalers” such as Mitsubishi Corporation perform between manufacturers and retail stores; how “retailers,” such as Daiei and 7-Eleven, can grow; and why shopping streets and department stores do not do well. This subject also studies of consumer behavior. For example, why does a certain product become a serendipitous hit?

The research issue of this field is to get to understand behaviors of well-known companies in the market and consumers’ reactions towards or opposed to these actions. The above matter is studied either from a broad viewpoint or based on a detailed investigation of a company. When you study it the former way, you can understand whether it is true that many foreigners say “Japan is closing its market.” When your study is based on the latter option, you can understand “what type of product should be developed and promoted.”



▲ Professor Kuriki “Marketing”

International business behavior

Japanese enterprises actively run their business activities in many countries in the world, and many foreign-affiliated companies are in action in Japan. These multinational enterprises face situations that are not experienced in the domestic business environment. For example, there is a problem with how to evaluate the risk when investing in a foreign country. You have to employ workers with ingrained local culture and history, and produce and sell something. Local adaptation is required for Japanese-style business management. Multinational enterprises are superior to single-national enterprises in some aspects. For example, multinational enterprises can obtain information about an emerging demand somewhere in the world and respond to it faster than single-national enterprises can. Multinational enterprises can employ capable men and women from anywhere in the world. However, multinational enterprises must create their structures and cultures suitable for realizing such opportunities.

Students can deepen their theoretical understanding of these challenging tasks in international management, while preserving their own historical viewpoints.

Money and financial institutions

Students study Japan’s financial system, in which money flows from rich people to those who need money through certain mechanisms. Students also study the relationship between the real economy – such as production and consumption of goods and services – and money, which is an instrument to make business run smoothly.

For example, when you need a large amount of money for a new business, you are sometimes in competition with others for getting access to limited money. Consequently, the conditions for borrowing money will change, and business will change in the entire economy. This field of study helps one understand the correlation between money and the real economy.

Students can acquire an ability to connect rapid changes in the business environment, such as a change in the monetary policy of the Bank of Japan and changes in foreign exchange rates, to their business and an ability to foresee their likely financial future while considering the entire environment surrounding their business.



▲ Associate Professor Hatakeda “Securities market”

International Trade

Automobiles are among Japan’s typical export items. What are the reasons for this? Is export of Japanese cars desirable for Japan and the U.S.? If so, why does trade friction still occur? In order to appropriately consider and answer this kind of issue related to today’s management for international deployment, this subject first analyzes actions taken by an individual enterprise and a consumer. This subject then elucidates how the price and quantity of a product traded in the international market are decided. Thus, students can acquire an ability to understand issues concerning international trade.

Students can also cultivate a cool mind free from delusion, which is indispensable when doing business in the international market. For example, it is wrong to argue that when foreign goods flow into a country due to low wages in the place where these goods are manufactured, the receiving country’s economy is seriously damaged. The ability to correctly judge this situation can be acquired after getting to understand international trade.

The Educational Goal of Seminars Is to Boost Each Student's Originality and Intellectual Imagination.



▲ Sakurai Seminar (Financial accounting)



▲ Kambayashi Seminar (Human resource management)



▲ Murakami Seminar (International transportation: a debate among students belonging to seminars in three colleges of commerce)



▲ Exchange students

Small-group seminars fostering individual talent

Seminars consist of around 10 students and one professor, whose role is to supervise the students' studies and even to give advice on how to conduct their daily lives. This traditional seminar system has a history of over 70 years in Japan, and it makes it possible to foster individual talent. The Kobe Higher Commercial School, the predecessor of the School of Business Administration, was the earliest to adopt this style of education from Europe in Japan. Almost all undergraduate students belong to a seminar that provides uniquely tailored topics for study. When a student wants, he/she can individually consult the professor of a seminar about his/her studies, research, employment, and even about extracurricular activities – thus not only about what happens in the seminar. Therefore, students can spend their campus lives with an easy conscience.

The senior-junior relationship in a seminar is rather useful in job hunting and as a network after graduating from the university.

Seminars promoting inter-university exchange

Seminars not only provide opportunities for students in the same school to exchange their opinions. Since 1951, students belonging to seminars in the three universities of which origins are traditional colleges of commerce (Hitotsubashi University, Osaka City University, and Kobe University) have had the opportunity to participate in inter-University debates and to state their opinions. The study results obtained in seminars are discussed in these debates. Because students love their own universities, they do not want to be defeated by students from other universities; consequently, the debates become quite heated. Friendships and exchanges with students and teachers in other universities are valuable assets to a student.

How seminars handle internationalization

Since foreign graduate students and research students also participate in seminars, seminars also provide opportunities for international exchange – between local Japanese and foreign students, whose numbers increase year by year.

Various educational devices used in seminars

The School of Business Administration, Kobe University has a long history and excellent traditions regarding the seminar system. Currently, the seminar system is well established nationwide. Can a small-group education approach obtain the seminar's good educational results? No it cannot.

To foster an individual student's ability to define and solve a problem, and to enhance the basic ability to intellectually stimulate each other, and to learn about management while extending these abilities, various devices regarding the conduct of a seminar and the seminar teacher's ability to bring out students' abilities are required. In the School of Business Administration, Kobe University, various devices regarding seminar education, which are supported by a variety of teachers, have been adopted.

One Example

Two Years in Kutsuna Seminar

I. Goal of the Seminar

In the Kutsuna seminar (regarding venture finance), the goals of the activities are as follows:

1. To become a capable person who can make high-level decisions even under a highly uncertain (difficult-to-judge) environment.
2. To establish long-term friendships through seminar activities: friendships that will endure after the graduation.



II. Characteristics of the Seminar

1. To experience the interaction between theory and practice.

In the seminar, based on knowledge of logical thinking and econometrics (empirical test), students acquire knowledge of finance and entrepreneurial studies, and ultimately address solving problems within a framework of either venture, or medium, or a small enterprise. To apply knowledge, students address many practical projects. Through these projects, students can experience the "interaction between theory and practice."

2. Students in the seminar can communicate with professionals who in their non-academic lives are successful in business organizations.

Through practical projects, students can communicate with members of business organizations, particularly entrepreneurs and executives. Because students can study and acquire many tips from the wisdom of members of business organizations, they can refresh their ideas and actions and greatly grow.

III. Seminar Schedule for Two and a Half Years (from the Second Half of the Second Year to the Graduation)

Time	Theory	Practice
Second half of the second year	Reading essential books (logical thinking, economical thinking, and statistics)	Attempting to acquire and apply knowledge of essential book through study sessions held by third and fourth year students
First half of the third year	Studying three disciplines simultaneously 1. Corporate finance Acquiring knowledge regarding corporate finance and capital market	Applying acquired knowledge to practice 1. Creation and publication of a paper written by a group Cultivating an ability of task setting and quantitative analysis
Second half of the third year	2. Entrepreneurship Acquiring knowledge regarding entrepreneurship Acquiring a method to create a business plan 3. Econometrics Acquiring a method to quantitatively empirically test and exam	2. Holding training camps and exchanges with students belonging to seminars in other universities Studying hard through study sessions and debates 3. Creation and publication of a business plan Publishing a business plan in front of examiners including entrepreneurs by comprehensively applying knowledge obtained in one year
First half of the fourth year	4. Corporate analysis Acquiring knowledge regarding the relationship between corporate strategy and accounting indicators and performing case analysis 5. Valuation Acquiring knowledge regarding corporate value evaluation	4. Creation and publication of an analyst report Cultivating qualitative and quantitative analysis skills of enterprises Selecting one enterprise to be analyzed and creating an analyst report 5. Enterprise consulting Presenting management improvement measures to the executives of an enterprise
Second half of the fourth year	6. Entrepreneur finance Acquiring knowledge regarding finance from the viewpoint of entrepreneur, as mop-up activities of the seminar	6. Creation and publication of a graduation thesis Creating a graduation thesis as the results of the seminar

Web site

Professor Kutsuna

<http://www.b.kobe-u.ac.jp/kutsuna/>

Seminar students

<http://kutsunazemi.daa.jp/>

The Professional Accountant Training Program Is (Certified Public Accountants, etc.).

About certified public accountant

A report card is important information to indicate the academic achievement of a student. Similarly, financial statements indicating the annual results of an enterprise are the report card of an enterprise. However, since financial statements are created by an enterprise, the positive achievements tend to be emphasized a little too much; consequently, financial statements are not always unbiased and accurate. Therefore, professional accountants who are independent from an enterprise should examine financial statements to judge the accuracy. This examination is called auditing. Only certified

public accountants are allowed to audit the financial statements of an enterprise.

To obtain the qualification for a certified public accountant, you have to pass a very difficult national examination. This is a challenging qualifying examination. Once you have succeeded in the examination, you are able to be engaged in auditing as a certified public accountant. When you get a job in an ordinary enterprise, you will be respected as a capable person possessing professional knowledge of accounting.

Profiles of the successful candidates of the certified public accountant examination

The Professional Accountant Training Program in the School of Business Administration, Kobe University has steadily made progress and has achieved much. The number of the successful candidates of the examination of Kobe University is smaller than that of large-scale private universities, since the number of students is small in national universities. However, Kobe University is proud of its very high pass rate. Table 1 shows the number of the successful candidates of the examination and pass rate for the past five years.

Table 1.

Fiscal year	2007	2008	2009	2010	2011
Kobe University (A)	105	83	52	49	33
Throughout Japan (B)	4,011	3,625	2,229	2,041	1,447
A / B	2.6%	2.3%	2.3%	2.4%	2.3%

The successful candidates of the examination of Kobe University not always finished this Program. Among the successful candidates, Mai Fujiwara is introduced here. Miss Fujiwara succeeded in the Certified Public Accountant Examination in August 2011 when she was a third-year student. After the pass, she was given an employment guarantee notice form the Tokyo office of Deloitte Touche Tohmatsu LLC. Miss Fujiwara has described her experience for the benefit of future candidates.

<Motivation of being an accountant>

A certified public accountant has opportunities to talk to the executives of enterprises during his/her young age. Through having human relationships, a certified public accountant can grow. Once you become a certified public accountant, you can positively challenge yourself in many fields in addition to auditing, such as consulting activities, and you can expand the options of your future career plan. I also heard that a certified public accountant is a profession for a female without sacrificing either work or family – both can be pursued sufficiently well at the same time. These points were attractive for me, so I wanted to be a certified public accountant.



▲ Mai Fujiwara

<Experiences of examination and pass> – Practical use of the Professional Accountant Training Program –

In retrospect, I now realize that I actually enjoyed studying for the examination. I met friends with the same goal not only through circle and club activities but also through the study for examination. We encouraged each other, and strong relationships were established. I had an opportunity to talk to working adults aiming to become certified public accountants. It was my pleasure to have friends regardless of age. Being a certified public accountant is the most useful qualification to indicate your accomplishments during school days.

<Business attraction as a certified public accountant>

The business attraction as a certified public accountant is first to be involved in a wide range of business activities. In Japan and overseas, you can work wherever you choose – and where you might flourish. Since you can deal with various industries, you can find challenges whenever you are in charge of auditing a company. Therefore, you may work with a sparkling feeling. A certified public accountant must follow the drift of this rapidly changing age, so you have to continuously acquire new knowledge even after obtaining the qualification. Because of these reasons, a certified public accountant is an excellent profession for making you grow continuously.

<Message for those who want to enter the School of Business Administration, Kobe University>

Because the School of Business Administration, Kobe University offers the Professional Accountant Training Program, you can study to obtain the qualification of a certified public accountant in parallel to other university classes. I strongly recommend this program to those who are interested in this field. There I have found friends with great ambition who will not distract you from your work so you can devote yourself to study in an excellent nurturing environment.

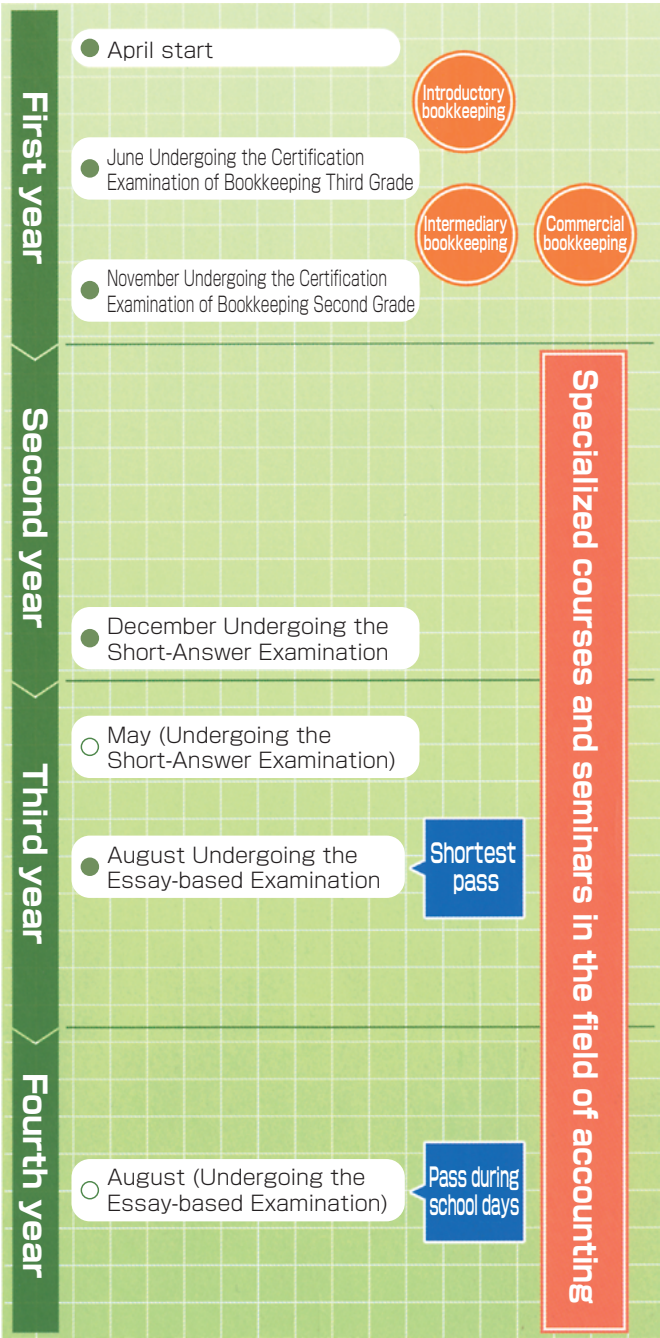
Presented to Produce Accounting Professionals

A path to success in the certified public accountant examination

As shown in Figure 3, aiming at early success in the certified public accountant examination (in the third year is the earliest), the Professional Accountant Training Program provides the lectures of primary,

secondary, and commercial bookkeeping in the first year. From the second year, by studying various offerings regarding accounting as a special curriculum in the School of Business Administration and participating in a seminar, you can prepare for the examination.

Figure 3. Outline of the Program



■ Introductory bookkeeping

Lectures equivalent to the level of the Certification Examination of Bookkeeping Third Grade performed by the Japan Chamber of Commerce and Industry are provided in the first half of the first year. Students aim to pass the Certification Examination of Bookkeeping Third Grade in June as the first step of bookkeeping and accounting.

■ Intermediary and commercial bookkeeping

Lectures are almost equivalent to the level of the Certification Examination of Bookkeeping Second Grade. Lectures of intermediary and commercial bookkeeping are provided in June (after the examination) and September (during summer holidays), respectively. Students aim to pass the Certification Examination of Bookkeeping Second Grade in November as the foundation of bookkeeping and accounting.

■ Specialized classes in the field of accounting

From the first half of the second year, lectures of accounting, financial accounting, auditing, tax accounting, international accounting, cost accounting, and management accounting are provided as the specialized classes in the School of Business Administration. Students take these lectures to have a go at sitting for the Certified Public Accountant Examination (Short-Answer Examination) held in December in the second year.

In the Short-Answer Examination, students are asked to select one of five options. After passing this examination, students can undergo the Essay-based Examination held in August in the third year. Those who cannot pass the Short-Answer Examination held in December in the second year undergo the Short-Answer Examination held in May in the third year. After passing this examination, students can attempt the Essay-based Examination held in August.

■ Seminars

From the first half of the third year to the second half of the fourth year, seminars are provided. Seminars in the field of accounting are suitable for students who study the Professional Accountant Training Program.

Konosuke Matsushita, the founder of Matsushita Electric Industrial Co., Ltd. (Panasonic Corporation) for the executive of a company, in addition to the ability to foresee what the future might

A top management lecture system, in which executives of leading companies in Japan directly lecture, is one of the unique characteristics of the School of Business Administration, Kobe University. As shown in the list of companies and executives who have already lectured (Table 2), various companies and executives have indeed participated in the system. This system has a good reputation among students, more than 1,000 students take lectures every year, and classrooms are always filled to capacity. The secret of this popularity is explained below.

Directly facing matters currently occurring in the business frontline

First, students can study hot issues at the forefront of the business world in this lecture. For example, students can get to know problems in the multimedia industry, venture business, consulting companies, foreign enterprises, finance, logistics, and medical management. At least three top management lectures are provided every year, so students can obtain the latest information on many companies in four years.

By obtaining this type of information, students can thoroughly understand the contents of specified lectures. That is because students

can get to know how the theory of business administration is actually applied.

If you have the latest information, you can deeply understand issues widely discussed in mass media. Students often say "after taking this lecture, I enjoyed reading pages of economy and management issues in newspapers."

This lecture is also useful for students to select their future courses. By knowing actual situations of various industries and companies, decision-making can be more appropriate for job hunting.

Facing leaders' creative imaginations

One more advantage of the top management lecture is that by taking this lecture, students can better understand what and how executives of companies think. The School of Business Administration, Kobe University aims to produce leaders who shoulder the responsibility for Japan's future industries. The aim of this lecture is for those who will be future leaders to know how executives of companies approach actual situations and what kind of philosophy the executives

subscribe to.

Executives of companies shoulder a great responsibility. Misjudgment of an executive may affect livelihoods of tens of thousands of people. Students can understand executives' ideas. In the university, executives easily talk about their real intentions. Therefore, students can study executives' ideas not only as information but as a more familiar reality.

Facing executives' ideas

Not only executives of large companies but also executives of venture companies who have launched their companies are invited to deliver these lectures. Through the lecture, students can familiarly

study ideas of founders and entrepreneurs. We expect that executives and entrepreneurs are produced among students who have attended and participated in these lectures.



▲ Top management lecture (growth-type small- and medium-sized enterprise theory) President Kiyoshi Kawabe, the founder of Goen Marushin Corporation

tion at present) said “a positive attitude to create the future and to make a new epoch is required hold and the allied ability to apprehend the chosen future” (from Top Management Lecture by Panasonic).

Table 2. Record of top management lecture (the fiscal year 1999 and later)

Fiscal year 1999

Sports management theory: **Mr. Chihiro Kamemitsu** (ORIX Baseball Club)
Electronics business management theory: **Mr. Satoshi Iue** and others from the SANYO Electric group
New industry creation theory: **Mr. Hiroshi Tanaka** and others from VB supporting organizations

Fiscal year 2000

Fashion industry management theory: **Mr. Masamichi Nakase** and others from the fashion industry
Mobile multimedia business management theory: **Mr. Zenichi Sonoda** and others from the NTT Docomo Kansai group
Communication industry theory: **Mr. Yutaka Narita** and others from the Dentsu group
Consulting management theory: **Mr. Akira Miwa** and others from Asahi Audit Corporation and the Asahi Arthur Andersen group

Fiscal year 2001

Management strategies and organizations of global enterprises: **Mr. Werner Geissler** and others from the P & G group
Aged society welfare policy theory: **Mr. Tomonori Oshita** and others from the Kobe City Hall group
Venture market theory: The VASDAG group

Fiscal year 2002

About Japanese companies competing in the international market: **Mr. Satoru Anzaki** and others from the Komatsu group
Management strategy and reform of Shiseido: **Mr. Yoshiharu Fukuhara** and others from the Shiseido group
Capital market and global security business: **Mr. Kenichi Watanabe** and others from the Nomura Security group

Fiscal year 2003

Management implementation and accounting of automobile-related industries: **Mr. Matsuzo Katayama** and others from the Toyo Tire & Rubber group
Aviation industry theory: **Mr. Yoji Ohashi** and others from the All Nippon Airways group

Fiscal year 2004

"Impressively" creative management in Yamaha: **Mr. Katsuhiko Kishida** and others from the Yamaha group
Medical management: **Mr. Jun Akashi** and others
Intellectual industry management theory: **Mr. Shunichi Okuyama** and others from the Japan Research Institute
Diversification and internationalization of the textile industry: **Mr. Tsuneo Sasaki** and others from the Toray Corporative Business Research

Fiscal year 2005

Business strategy in a new era of trust business: **Mr. Noriaki Hanamizu** and others from the Mitsubishi Trust and Banking group
International shipping and integrated logistics: NYK Group
History of modern automobile industry: **Mr. Tadayuki Kishida** and others from Kinki Certified Public Tax Accountants' Association

Fiscal year 2006

Theory and practical business of the corporate tax system: **Mr. Toshihiro Ikeda** and others from Kinki Certified Public Tax Accountants' Association
Enterprise reform theory: **Mr. Daisuke Hatakake** and others from the Kubota group
Multinational enterprise practical management theory: **Mr. Fumio Kuroyanagi** and others from Unilever Japan
Management strategy of general electric manufacturers in a new era: Hitachi

Fiscal year 2007

Economic society and taxation system: **Mr. Toshihiro Ikeda** and others from Kinki Certified Public Tax Accountants' Association
Modern aviation industry theory: **Mr. Haruka Nishimatsu** and others from Japan Airlines International
Management based on customers through food: **Mr. Hiroshi Urakami** and others from House Foods
Fashion industry management theory: FELISSIMO, Wacoal, and others

Fiscal year 2008

Stock exchange theory: **Mr. Michio Yoneda** and others from Osaka Securities Exchange
Enterprise manager and taxation system: **Mr. Sadao Miyaguchi** and others from Kinki Certified Public Tax Accountants' Association
Management and inter-corporate alliance of advanced manufacturing enterprises: **Mr. Yasuo Uchihara** and others from NC Network
Fashion industry management theory: FELISSIMO, Wacoal, and others

Fiscal year 2009

Problems with global "hyper" competition and Japanese enterprises: **Mr. Takaaki Umebuka** and others from AT Kearny
Market strategy of a chemical company: Sekisui Chemical
Growth-type small- and medium-sized enterprise theory: Watabe Wedding, Omron Healthcare, and others

Fiscal year 2010

Problems with global "hyper" competition and Japanese enterprises: **Mr. Takaaki Umebuka** and others from AT Kearny
Problems and actual situation of B to B communication: B to B Advertising Association Japan
Management of a manufacturing enterprise — 105 years after being established in Kobe, a conglomerate in the second century: Kobe Steel

Fiscal year 2011

Marketing and creative: **Mr. Kozo Iwata** and others from enterprises in Kobe
Business strategy of a sports goods manufacturer: Mizuno
Management strategy pursuing customer satisfaction: Asahi Breweries
Direct marketing theory: The Japan Direct Marketing Association

Fiscal year 2012

Customer-oriented corporate management: **Mr. Akira Takita** and others from the Association of Consumer Affair Professionals
Business model for new business development studying from entrepreneurs: **Mr. Ichiro Osada** and others from small- and medium-sized enterprises
Corporate management and market: JGC, SMBC Nikko Securities, and others

Business Insight Is an Essential Ability in Order to Be a Leader. It Makes What a Leader Does, More Valuable.

Is my life determined by the type of university I attended?

The employment situation of the School of Business Administration, Kobe University is almost perfect. Every year, more than 95% of job applicants, except for those who go to graduate school, get a job at first rate companies such as Japan's leading listed companies and foreign companies (Table 3 shows a part of companies, in which our graduates obtained a job, in the five years between March 2008 and March 2012).

Do you think that your employment is depend on which university you attended? Do you think that your life is probably going to be miserable when you enter a university with poor reputation? You may

imagine that companies' real intentions are as follows:

"Undergraduate education could be useless for actual business."



"Companies teach the employees how to work after entering them."



"As the evidence that you can be a capable person after we train you, show us your achievement in entrance examination."

Have you concluded that the meaning of university is nothing else but passing the examination for the meantime?

Table 3. A part of companies, in which our graduates got a job, between March 2008 and March 2012 (random order)

*Because of limited space, only companies, in which a large number of job-finders, are listed according to industry type.

Construction and Housing	Kubota	Marubeni	Meiji Yasuda Mutual Life Insurance	Works Applications
Daiwa House Industry	Electron and Electric	Canon Marketing Japan	Sompo Japan Insurance Inc.	Capcom
Ohbayashi	NEC	Toyoda Tsusho	Tokio Marine & Nichido Fire Insurance	KDDI
Food	Fujitsu	Trusco Nakayama	Mitsui Sumitomo Insurance	Future Architect
Suntory	Hitachi	JFE Shoji Trade	Aioi Nissay Dowa Generals Insurance	Fujitsu FIP
Kirin	Keyence	Iwatani	Nipponkoa Insurance	Research and Consulting
Nestle Japan	Panasonic	Proroute Marumitsu	Land, Marine, and Air Transportations	Deloitte Touche Tohmatsu LLC
House Food Industrial	Sharp	Bank	West Japan Railway	Accenture
Textile	Toshiba	Bank of Tokyo-Mitsubishi UFJ	Hanshin Electric Railway	Daiwa Institute of Research Holdings
Teijin	Fujitsu Ten	Sumitomo Mitsui Banking	Hankyu Corporation	KPMG AZSA LLC
Gunze	Mitsubishi Electric	Sumitomo Trust & Banking	Nankai Electric Railway	ABeam Consulting
Paper and Pulp	IBM Japan	Bank of Kyoto	Kansai International Airport	Ernst & Young ShinNihon LLC
Daio Paper	Panasonic	Chugoku Bank	Kinki Nippon Railway	PricewaterhouseCoopers Aarata
Chemistry	Sony	Shoko Chukin Bank	Japan Post Service Company	Kyoto Audit Corporation
Nippon Shokubai	Murata Manufacturing	Norinchukin Bank	Real Estate and Warehousing	Yubisui Group
Fuji Film	Kyocera	Nanto Bank	Mitsui Warehouse	Macromill
Kao	Ricoh	Mizuho Financial Group	Mitsubishi Estate	Service, Leisure, and Food
Sumitomo chemistry	Sysmex	Kansai Urban Banking	Nomura Real Estate Development	Recruit Career
Asahi Chemical Industry	Hewlett-Packard Japan	Iyo Bank	Sumitomo Warehouse	Culture Convenience Club
Shiseido	Ushio	Mitsubishi UFJ Trust Bank	Shibusawa Warehouse	SECOM
Uni Charm	Yaskawa Electric	Shiga Bank	Energy	Government Offices
Lion	Tada Electric	Hokuriku Bank	Osaka Gas	Osaka Regional Taxation Bureau
Sumitomo Bakelite	Transportation Equipment	Japan Finance	Kansai Electric Power	Kobe City
Denki Kagaku Kogyo	Toyota Motor	Minato Bank	Tokyo Electric Power	Nishinomiya City
Pharmaceutical	Mazda Motor	Japan Post Bank	Shikoku Electric Power	Osaka Prefecture
Takeda Chemical Industries	Kawasaki Heavy Industries	Senshu Ikeda Bank	Chubu Electric Power	Shiga Prefecture
Shionogi	Honda Motor	Kiyo Bank	Kyushu Electric Power	Tokyo Regional Taxation Bureau
Kaken Pharmaceutical	Aisin Seiki	Hiroshima Bank	Chugoku Electric Power	Himeji City
Rubber and Ceramics	Precision Instrument	Hyakujushi Bank	Newspaper, Advertising, Communications, and Publishing	Kinki Finance Bureau
Sumitomo Rubber Industries	Canon	Bank of Fukuoka	NTT DoCoMo	Kagawa Prefecture
TOTO	Shimadzu	Resona Holdings	Dentsu	Sakai City
Bridgestone	Other Manufacturing Industries	Sumitomo Mitsui Trust Holdings	West Nippon Telegraph And Telephone	Other Organizations
Asahi Glass	Nintendo	JA Hyogo Shinren	Rakuten	Kyoto University
Yokohama Rubber	Noritz	Securities	Recruit	
Steel	Retailing	Nomura Securities	Hakuhodo	
Kobe Steel	Uniqlo	Nikko Cordial Securities	NTT communications	
Sumitomo Metal Industries	Nishimatsu Chain	Daiwa Securities	Softbank Telecom	
YKK AP	The Consumer Co-operative Kobe	Daiwa Securities Capital Markets	Information Services	
JFE Steel	Hankyu Hanshin Department Store	Mizuho Securities	NTT data	
Nonferrous metal	Nitori	Other Finances	Obic	
Sumitomo Electric Industries	Trading Company	Sumitomo Mitsui Card	Cybird Holdings	
Machine	Sumitomo	Insurance		
Mitsubishi Heavy Industries	Mitsui & Co.	Nippon Life Insurance		
Daikin Industries	C. Itoh & Co.	Sumitomo Life Insurance		

Approximately 10 students go to graduate school every year. Approximately 40 students undergo qualifying examinations

Fostering business elites' insights

New employees are worried about finding what kind of work ethic is good for the company and how to do the good job apart from merely studying daily routines. These efforts produce two kinds of results: either those who simply do their jobs, or those who can and do perform valuable jobs.

It is true that the School of Business Administration only provides basic education to help the student understand management. However, that is an important process to foster the ability to evaluate

management. This process makes you understand the value of a job. In other words, the extra value derived from attending the School of Business Administration exists in what you have studied in the School instead of what you would have learned when attending an other university. The School of Business Administration, Kobe University provides stable, well-founded education for students to become business elites, and it fosters business elites' insights.

Producing many executives of large and venture enterprises

The School of Business Administration and the Graduate School of Business Administration, Kobe University have produced many managers and entrepreneurs. Many graduates flourish in the front line of business as executives. A partial list of incumbent graduates as of April 1, 2012, is given below.

Katsuhisa Ezaki	Representative Director and President, Ezaki Glico Co., Ltd.	Graduated in 1963
Yoichi Okuda	Representative Director and President, Itochu Techno-Solutions Corporation	Graduated in 1969
Kozo Takaoka	Representative Director and President and CEO, Nestle Japan Ltd.	Graduated in 1982
Akio Furutani	CEO, Innovation Consulting, Inc.	Graduated in 1990
Hitoshi Tanii	Representative Director and President and CEO, Synergy Marketing Inc.	Graduated in 1995
Jin Uehara	Representative Director and President, Mynet Inc.	Graduated in 1997
Masayuki Koji	Representative Director and President, Chip One Top, Inc.	Graduated with an MBA degree in 2004
Kazuhiko Yazaki	Representative Director and President, Felissimo Corporation ..	Graduated with an MBA degree in 2004

(As of April 2012, presented in reverse order of graduation year)

A graduate from the School of Business Administration who leads the Japanese economy



Katsuhisa Ezaki

Representative Director and President, Ezaki Glico Co., Ltd.

Please contemplate what is required for a company to have a long life

Our company belongs to the food industry. However, since our company also sells our products, our company should belong to the manufacturing and "distribution" industry. Although production of high-quality goods is surely important, the necessity for placing emphasis on sales has been progressively increasing. Enterprises must make every effort to get their customers to purchase repeatedly. I hope that you keep thinking of what is required for a company to have a long life during school days and after entering the company. You may think that large companies never go out of business, but this is not true. As a matter of course, all the employees of a company wage a concerted effort to make the company grow continuously.

In the School of Business Administration, Kobe University, I hope you to gain not only knowledge regarding management but also how to grasp the meaning of work in our society and important issues, such as morality and ethics that are at the base of work, and that ethical work makes a society and its members flourish. The graduates from the School of Business Administration, Kobe University generally flourish in the midst of Japan's business society. This can only be feasible when based on the long history of the School of Business Administration. If you study in and graduate from the School of Business Administration, you will be able to enter attractive networks. I sincerely expect your success in the future activation of Japan's economy.

Hoping you are going to select the School of Business Administration, Kobe University to achieve your personal future plan

As a matter of course, people do not always feel pleasure in business elites' lives. Those who feel apprehensive about entering business may obtain the life they desire from education in other universities. Those who want to be positively concerned with and to find the

significance of life in business activities, in which more than half a lifetime is spent, should opt for the four years in the School of Business Administration, Kobe University.

A Systematic and Sophisticated Education Program Is Offered for High-level Specialized Training.

Another course

After studying at the School of Business Administration, Kobe University, various further courses are on offer for you. Of course, you can go into the industrial society to utilize business studies in actual

practice. However, there is another way to contribute to the running of society. This is by being a researcher of business studies.

To become a researcher of business studies

To become a researcher, you need high-level specialized training, which is provided in a graduate school. Although not many universities have an excellent graduate school of business administration, Kobe University is one of a few universities with an excellent graduate school of business administration. A large number of those who have studied in the Graduate School of Business Administration, Kobe University, and completed all required courses, have become scholars in universities all over Japan and play an important role in the academic society as researchers in the fields of management, accounting, and commercial science. In the 28 years between 1983

and 2011, 241 graduate students of the Graduate School have become professors and associate professors at universities nationwide.

The quality of a graduate school as an educational institution depends on whether the teachers are excellent researchers directly engaged in the development of business studies. There are many such talented researchers in the School of Business Administration, Kobe University. Thus, our graduate school plays a vital role in Japan by rearing students to become university teachers and researchers in the fields related to business studies, and by launching many capable persons into the academic society.

To earn a Ph.D. degree

A Ph.D. degree in business administration or commercial science is bestowed on those who have studied at the Graduate School of Business Administration, Kobe University and achieved outstanding research results. After being promoted to a university under the new school education system, our graduate school has bestowed a doctoral degree of business administration or a Ph.D. degree in business administration on 358 persons and a doctoral degree of commercial science or a Ph.D. degree in commercial science on 116 persons, including a “doctoral degree by thesis only” (this doctor’s degree is given to a thesis with excellent achievement in the development of business administration) and a “doctoral degree after completing course of study” (in principle, this doctor’s degree is given to a person

who has obtained the required credits in a course of the Graduate School, passed a general examination, and passed a thesis review; i.e., this doctor’s degree shows that the person is a fully trained researcher). In particular, the number of persons earned a doctoral degree of business administration at our University is the largest in Japan.



◀ ▲ Kobe University Library

Systematic education program

The graduate school education of business studies in Japan has for a long time depended on abilities and self-improvement of a small number of students aiming to be researchers. However, in order to rear students to be world-top-class researchers in the study of business studies, a systematic and sophisticated education program is indispensable.

At the Graduate School of Business Administration, Kobe University, in the two year's master's course, students intensively study nine basic subjects necessary for research and three research methods through lectures in addition to lectures in an individual's research field. In the doctoral course of three years, students take a seminar and a workshop for preparing academic thesis and are closely in-

structed by multiple advising teachers for their doctoral thesis.

As a result of the above-mentioned system, 316 graduate students, including foreign students, have already obtained a "doctoral degree after completing course of study." This degree proves the results of systematic training, and researchers with this degree can jump into the frontiers of business studies in the world with confidence.



▲ Professor Kokubu "Qualitative methods"



▲ Professor Uchida "Finance"



▲ COE workshop



▲ Graduate student career seminar

We Turn Out Proessionals Who Can Be Successful in Japan and Overseas.

Necessity of high-level education of business administration for working adults

Those who are interested in management must surely have heard the name of Harvard Business School. This is a sanctuary of business education in Boston, USA. In Europe and the USA, high-level business education (MBA education) to produce leaders and professional business managers has been available for a long time. The

time has come for Japan's leading companies to send their highly competent talents to graduate schools, which offer high-level business education, in addition to conventional on the job training. To respond to such a demand, the Graduate School of Business Administration, Kobe University provides such programs for working adults.

Graduate programs for business persons equivalent to MBA education in Europe and the USA

The Graduate School of Business Administration, Kobe University has been providing business education for business persons at the graduate school level since 1989 – ahead of all others. Our graduate programs for business persons have been available ahead of the times based on our unique ability to predict the needs of the industrial society – long before the Ministry of Education, Culture, Sports, Science and Technology of Japan pointed out the necessity.

We did not easily import MBA education systems in Europe and the USA, but we first consulted the industrial society, heard their opinions, and put together a blue print of high-level business administration education as requested by the industrial society. That consultation and planning process led us to generate a “project method” for graduate school education. In the project method a small number of business persons attempts to solve the task through a joint study. What are the structures of the tasks tackled by means of the “project method”? Problems that range over various sections of business are set by members of industrial society. Our graduate school has already established a sophisticated education and research system centering on an advising teacher for each project team. This education method has been accepted by our business society as a uniquely effective method.

In fact, when our method was compared with an MBA education method in the USA, higher scores were given to our seminar, case study, joint research, training camp-type seminar, and study abroad, than were given to the more standard lectures of other establishments. In these activities, graduate students discuss and attempt to find a solution in a small group. For graduate students who have already experienced practical business and faced a variety of problems, our education method in which they pursue a satisfactory solution while exchanging their experiences is more suitable than a conventional education method in which knowledge and theories are transmitted in one direction only – from lecturer to students.

Business person graduate students are tasked to write a thesis as the final assignment, and Tadao Kagono Thesis Award is presented for an excellent thesis.



▲ Professor Harada “Applied current management research (management strategy)”



▲ Theme project meeting for presenting research papers



▲ Presentation ceremony of the fourth Tadao Kagono Thesis Award

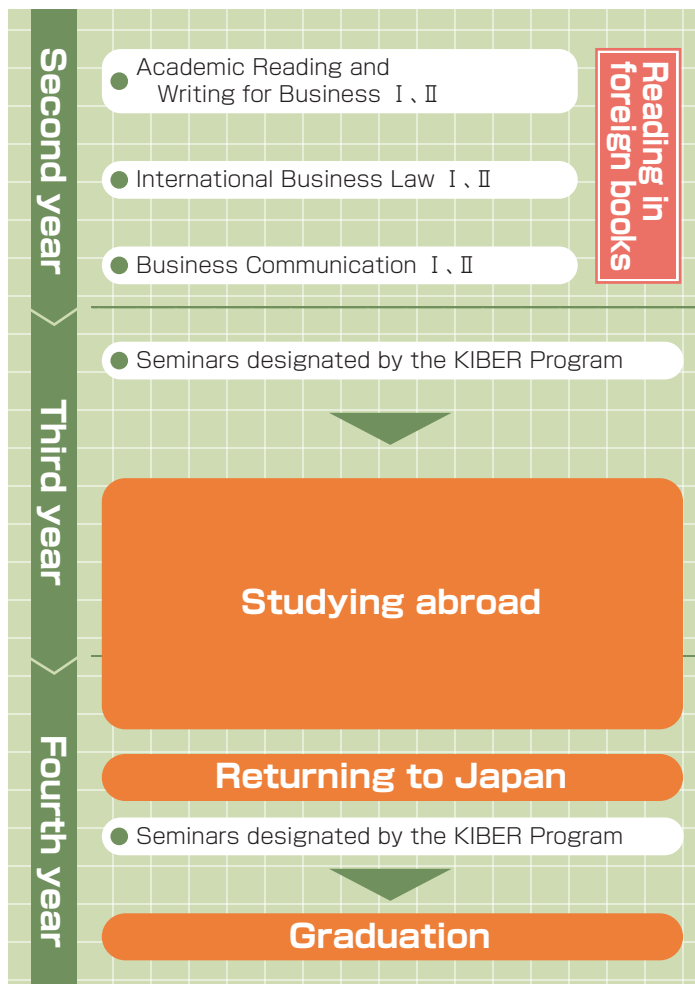
The KIBER Program Is Offered to Promote Capable Persons Who Are Able to Flourish in the Global Social Environment.

About the KIBER Program

The School of Business Administration, Kobe University has launched a studying-abroad program – the Kobe International Business Education and Research (KIBER) Program, in the fiscal year 2011 for second year students in the School of Business Administration. This program links a studying-abroad system based on an international exchange agreement among universities with undergraduate

curriculums. To make studying abroad successful, students improve their communication skills in English while they are still in Japan, and they can still graduate from the university after four years even when studying abroad for one year. Through this program, students can get to know the way of thinking, culture, and traditions outside Japan, which enables them to flourish internationally.

Figure 4. Outline of the program (model case)



First and Second Halves in the Second Year

Academic Reading and Writing for Business I, II
 International Business Law I, II
 Business Communication I, II
 Reading in foreign books (taught in English)

Students study cultural diversity and business communication in English. They are challenged to improve their abilities to communicate, ask questions and get answers, and undertake report writing necessary for studying abroad.

Second Half in the Third Year

In seminars designated by the Program, students study using English materials and establish their research themes while they are studying abroad.

Second Half of the Third Year and the First Half of the Fourth Year

Studying abroad

Credits obtained during studying abroad can be accepted as credits required for graduation after being approved by the School of Business Administration.

Second Half of the Fourth Year

Students are given guidance for their graduation thesis based on what they have learned during their period of study abroad

Universities for which the international exchange program is applicable

University of Washington (USA)
 Cardiff University (The UK)
 WHU (Germany)
 Vienna University of Economics and Business (Austria)
 Goteborg University (Sweden)

Euromed Marseille Ecole de Management (France)
 Norwegian School of Economics and Business Administration (Norway)
 Chulalongkorn University (Thailand)

Our Diverse Teaching Staff Encompasses Capable, Individualistic, and Cosmopolitan Individuals – Some Have a Sweet Tooth, and Some Prefer Liquor.

The quality of a university is the quality of an individual professor

Various factors that determine the quality of university education include excellent classrooms, extra-curricular activity facilities, well-maintained computer education facilities, and substantial libraries. However, there is a basic educational factor much more important than these hardware-related factors. This factor cannot be obtained

by spending money and cannot be created within a short period of time: this factor is excellent teaching staff. When you ask a university for effective education, you should select a university based on the quality of every individual professor.

Talented teaching staff in the School and Graduate School of Business Administration, Kobe University

The capability of each professor is related to research competence that contributes to the scientific development. Vital education is provided by high-quality teaching professionals.

Table 4 shows the study results between 2007 and 2009 (three years) obtained by the teaching staff in the School of Business Administration, Kobe University. These results indicate the overwhelming strength of the School in Japan's business research.

Due to these research abilities, the School can collect a huge amount of research funds from various fields. During three years between 2007 and 2009, a total of approximately 660 million yen was spent on our research, and this amount excludes those research funds provided by the university itself. This amount tells that various

entities from various fields that supply the funds appreciate the reliability of our research ability and eagerly expect our research results.

The capabilities of the School and Graduate School of Business Administration, Kobe University can be proved from the results of a "business school survey" performed by Nikkei Inc. in 2009. According to this survey, the Graduate School, Kobe University was ranked first in Western Japan, and the Keio University Graduate School was ranked first in Eastern Japan by business persons who wished to go to a graduate school located in Japan.

Table 4.

Study results between 2007 and 2009 (three years) obtained by the teaching staff in the School of Business Administration, Kobe University

Number of books published	: 83
Number of papers published	: 384
Number of awards received	: 24
Number of editors and referees in academic journals	: 210
Number of teachers sent abroad	: 251



▲ Books written by professors in the School of Business Administration

Various Professors

Website to introduce teachers: <http://www.b.kobe-u.ac.jp/resource/staff/faculty/>

For substantial business education, diverse domains of business studies must be systematically taught at high levels. The School of Business Administration, Kobe University is one of the few schools that can meet this need in Japan.

Our research domains cover all the relevant fields in business studies. The educational backgrounds of our professors include not only management, accounting, and commercial science but also psychology, sociology, economics, and statistics. Moreover, some are employed from the industrial circles.

Of 56 full-time associate and full professors as of April 2012, 44 professors had earned a Japanese Ph.D. degree, 13 professors

had earned a foreign Ph.D. degree, and three professors had earned a Japanese master's degree (the master's degrees of those who had earned a Japanese Ph.D. degree were excluded from this total).

The age structure of professors is also diverse, consisting of leaders who are directors in almost all business-related academic societies, core researchers who play a central role in today's business research, and promising young researchers who are expected to shoulder the responsibility of next-generation academic societies. Due to the availability of such a wide range of professors, systematic education that approaches management from all angles is feasible.

We Look Out for Those Individuals Who Uniquely and Positively Pursue the Study of Management.

Various selection methods for admission to the School

The School of Business Administration aims to develop positive and individualistic students. For this purpose, we adopt various selection methods in our entrance examination. First, the entrance examination is divided into the first term examination and the recommendation entrance examination. In the first term examination, applicants are evaluated through the National Center Test for University Admissions and the individual academic test (Japanese, mathematics, and English). Regarding the capacity of the first term examination, after the first stage selection, first 30% is assigned to those with higher marks in the National Center Test for University Admissions, second 30% is assigned to those with higher marks in the individual academic test, and remaining 40% is assigned to those whose comprehensively evaluated marks in the National Center Test for University Admissions and the individual academic test are higher.

In the fiscal year 2012, the second term examination was abol-

ished and the recommendation entrance examination (the number of students to be admitted: 40) was launched. This recommendation entrance examination system looks out for those who want to flourish in the field of management as managers, who want to contribute to our society as professionals in accounting, and who want to flourish internationally as researchers of business studies; i.e., this system looks out for those who have a strong will to study management to become future leaders in the business society. In the recommendation entrance examination, the individual academic test has been discontinued. Based on the recommendation of principals of senior high school or similar, the content of a school report and the marks in the National Center Test for University Admissions are comprehensively evaluated to select enrollees.

There is also a system for admission to the third year from other universities and technical colleges.

Various routes to the Graduate School

The Graduate School of Business Administration, Kobe University consists of the master's course (two years) aiming to proceed to a master's degree and the doctoral course (three years) aiming to proceed to a Ph.D. degree. Those who possess only a bachelor's degree must start from the master's level. Those who already possess a master's degree can be admitted to the doctoral course.

The entrance examination of the Graduate School is roughly classified into three types depending on education purpose in the Graduate School and qualifications for candidacy. The first type is designed for general graduate students who aim to be researchers and study centering on lectures in the daytime. The achievement test consists of English, a thesis examination of two courses including one specialized course of study, and an oral examination.

The second type is designed for business person graduate students who mainly obtain credits in weekend courses while working in organizations, such as companies and municipalities. The achievement test consists of English, a short essay, and an oral examination

based on a study plan submitted.

The third type is prepared for specially-selected foreign students. The achievement test consists of English, the Japanese-Language Proficiency Test Level 1 sponsored by the Japan Educational Exchanges and Services and the Japan Foundation or the Examination for Japanese University Admission for International Students, a thesis examination of two courses including one specialized course to study, and an oral examination.

There are also a recommendation entrance examination and an acceleration examination from the third year of the School for the master's course. An examination for admission to the doctoral course is also prepared for general graduate students and business person graduate students. The examination for these two types of students is performed separately.

Table 5 shows the numbers of enrollees at the School and the Graduate School.

Table 5. Number of enrollees between fiscal year 2008 and 2012

The School of Business Administration		General entrance examination	Entrance examination based on recommendation	International students	Admission to the third year
	Fiscal year 2008	265		3	21
	Fiscal year 2009	267		2	21
	Fiscal year 2010	269		2	17
	Fiscal year 2011	265		2	14
	Fiscal year 2012	220	40	1	22

Graduate School		Master's course	International students*	Doctoral course	Professional Graduate School
	Fiscal year 2008	51	27	20	72
	Fiscal year 2009	52	21	27	71
	Fiscal year 2010	58	34	32	72
	Fiscal year 2011	55	25	24	69
	Fiscal year 2012	51	28	33	72

*Students in the master's course

General Incorporated Association Ryoso club is an alumni association of the Graduate School of Business Administration, the School of Business Administration, the Graduate school of Economics, the Faculty of Economics, the Graduate School of Law, the Faculty of Law, and the Graduate School of International Cooperation Studies at Kobe University. This association has a long history dating back to the establishment of the Kobe Higher Commercial School, and has been continuously in action for maintaining amity, friendship and good relations among alumni, and in addition, it lends support to social science-related schools.

The number of members is over 20,000. The association is proud of its brilliant traditions and strong solidarity. The members have been flourishing not only in the business circles but also in the official, academic, and legal circles, based on the spirits cultivated in Kobe University and have been supporting the development of Japan's economy.

The association has branches not only in Japan but also in seven cities overseas, and a network of "Ryoso" has been established in many companies. The Ryoso Club and a club dedicated to Kobe University are located in Kobe, Tokyo, and Osaka.



A bulletin "Ryoso" is published, an email newsletter "Ryoso Business" is distributed, and a list of the members can be browsed on the Web. Thus, the association has made an effort to promote communications among members and to help establish networks.

For students, the association has held lecture meetings, supported graduating students' parties to honor teachers, aided Rokkodai Ronshu (a graduate school journal), and supported various events held by the university. Thus, the association has supported education and research activities. Recently, the association has launched a unit to support job hunting and has also held endowed chairs; its activities have been expanded. Students can join Ryosokai as associate members.

Various services are provided to associate members, such as a welcome party held for new students, a bulletin "Ryoso" delivered four times a year, useful campus information offered through email newsletters, and a scholarship loan system provided in cooperation with banks.

Kobe University Rokkodai Foundation, managed by donations from the members of Ryosokai, etc., has supported social science-related schools through supporting publications and aiding research activities. In 2006, on the occasion of 50th anniversary of the establishment, a Social Science Encouragement Award (Ryoso Award) was established. Since 2007, the foundation has rewarded three students in the School and two students in the master's course of the Graduate School as students with good academic results, and presented 600,000 yen to these students as a supplementary prize every year. The foundation has also supported several students in the doctoral course of the Graduate School for their stay overseas.

Ryosokai is not merely an alumni association for friendship, but it has been active in the development of Kobe University.



▲ Winners of the fifth Ryoso Award

Rokkodai Employment Support Center

The Rokkodai employment support center is located on the second floor of Miki Memorial Hall. From new students in social science-related schools to graduate school students, this center offers consultation services, such as how to spend university life, how to apply for internship, and how to pursue job hunting. For these services, seven members of Ryosokai are continuously present (in shifts), and they have had experience in matter, such as personnel, general affairs, financial affairs, and sales departments, and been stationed overseas in various industries.

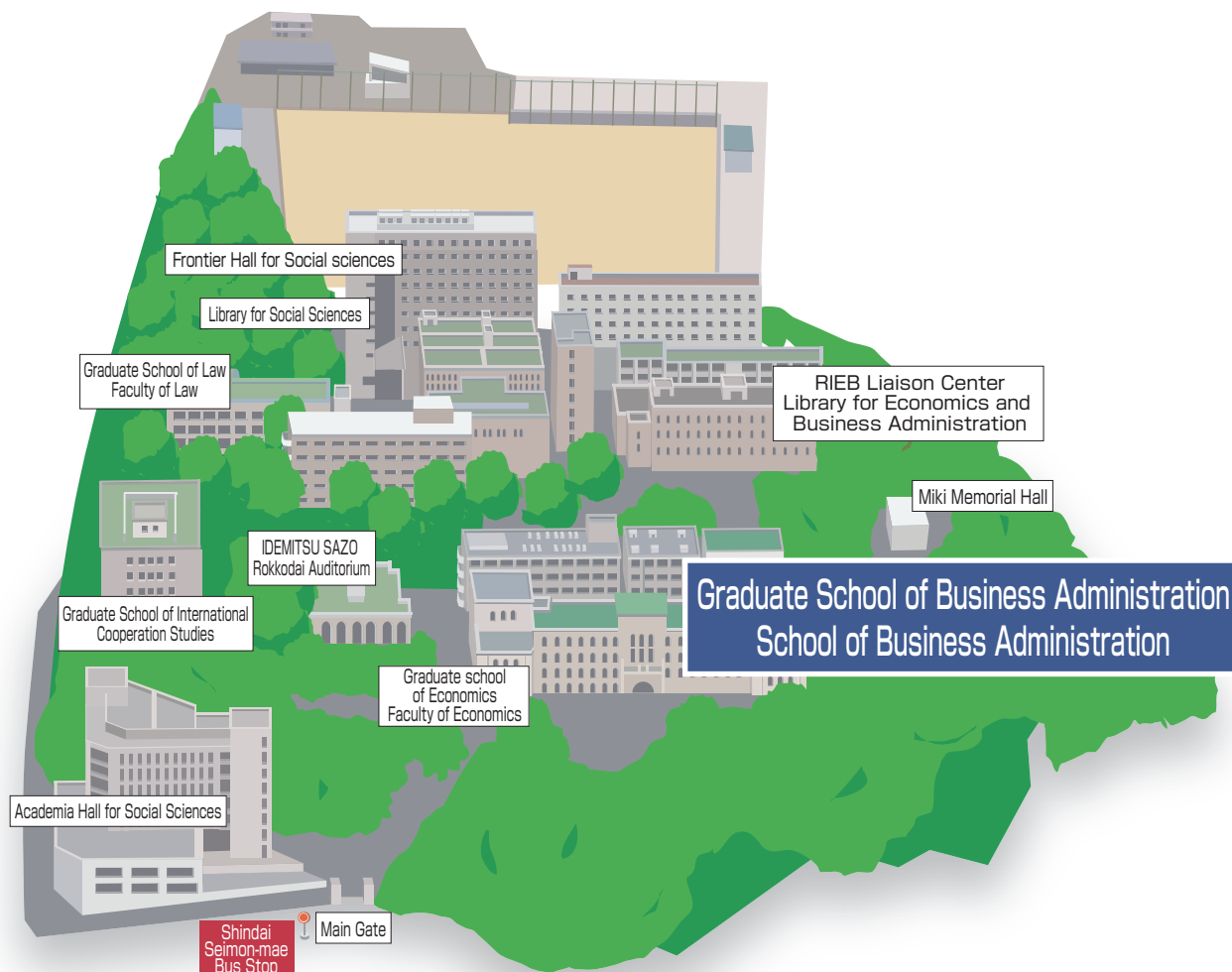
The center is equipped with personal computers and printers, various books are made available, the latest information is displayed, and documents related to job offers are collected from many companies.

Phone: 78-803-7202

OPEN

Monday–Friday (excluding public holidays) at 10:00–17:00
Except for year-end and new year holidays and Summer (Bon) holidays

Campus Map



Access

2-1 Rokkodai-cho, Nada-ku, Kobe 657-8501 Japan
Phone: 078-803-7260

Nearest Stations

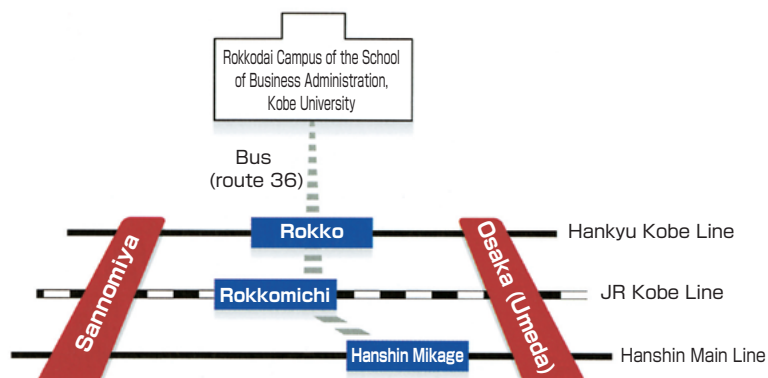
Rokko, Hankyu Kobe Line
Rokkomichi, JR Kobe Line
Hanshin Mikage, Hanshin Main Line

Bus

From the nearest station, take Kobe Municipal Bus route 36 bound for Tsurukabuto Danchi or Tsurukabuto 2-chome
Get off at Shindai Seimon-mae

Taxi

From the nearest station, approximately 10 – 20 minutes



K O B E U N I V E R S I T Y
School of Business Administration

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