

**Certified Evaluation and Accreditation Results for
Professional Graduate Business School**

The Department of Business Studies,
the Graduate School of Business,
Doshisha University



Basic Information of the Institution	
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The Department of Business Studies (hereafter, the BS department) in the Graduate School of Business at Doshisha University makes Doshisha University's founding spirit of "internationalism" and "conscientiousness" part of its educational mission to respond "appropriately to various challenges contemporary businesses face in an ever-changing atmosphere." Moreover, it states its unique purposes as "formulating strategies for developing sustainable businesses and organizations by making education and research openly available to businesses and society," and "fostering businesspersons who can act on those strategies."

The BS department clearly defines its admission policy for admitting students who are well-matched to the department's mission. In particular, two pillars of the admissions policy are "to foster persons of talent who can bear the responsibility for small and medium enterprises (SME) that make contributions to regional economies and societies" and "to cultivate businesspersons who can appropriately adapt to internationalization." As a professional business school rooted in Kyoto, a region where a number of businesses have accumulated highly specialized technologies and developed global projects, the BS department has made efforts to establish its mission, manage its curriculum, and arrange scholarships in order to foster persons of talent who can take charge of SME that make contributions to regional economies and communities. These efforts are commendable as a unique characteristic of the BS department.

To pursue these purposes, two courses are set in terms of curriculum: the MBA course in which students are taught in Japanese and the Global MBA course in which they are taught exclusively in English. In the MBA course there are a variety of subjects available, including "SME and regional management" which was established to foster persons of talent who can make contributions to regional economies and take an active part in SME. In addition, in response to requests made by industries operating in the region around Kyoto, the BS department offers advanced classes in the area of "technological management" for human resource development. In the Global MBA course, all subjects are taught in English and subjects such as business in Asia, environmental issues and green business practices, and culture and creativity are offered to meet the needs of the mostly international students. Offering these subjects can be regarded as a unique characteristic of the Global MBA program.

The BS department's educational methods focus on the ways in which SME operate and foster human resources to ensure the continuation and success of their business projects. In particular, it has made efforts to devise creative teaching methods by developing lectures concerning management practices through collaboration with businesses and through cultivating practical abilities.

Moreover, the BS department offers individualized course registration guidance from the point of student enrollment, responding to students' diverse backgrounds and goals for entering the program. That is, it has made efforts for creating course plans that meet each student's career design. In particular, regarding the "solution report," which is a requirement for degree completion, the BS department has developed an instructional system that considers the compatibility of students' topics with the specializations of full-time faculty members resulting in effective instruction.

In addition, a notable, unique characteristic and strength of the BS department is its rich facilities and equipment. At the Imadegawa campus (i.e., Kanbaikan), which is the main campus of the BS department, there are several classrooms suited for business school classes, including pit-style lecture halls (cone-shaped with stairs for students to sit and have face-to-face communications with instructors). In addition, the library and study rooms are open twenty-four hours a day. Students use these facilities effectively and even students working full-time are able to enjoy full use of these facilities. Since many professional business schools in Japan lack adequate facilities and equipment, it is highly commendable that the BS department has made efforts for both enriching the curriculum and maintaining substantial facilities and equipment.

A further strength of the BS department is that, in addition to the Imadegawa campus, it has established a satellite site in Umeda, Osaka. The faculty members commute between the two sites to teach the same subjects at both sites on different weekdays. This has made it possible to offer the same kind of face-to-face instruction at both locations.

Having stated the unique efforts above, there remain several issues to be addressed. First, it is not clear how the unique purposes of the BS department are linked to its degree granting policies (i.e., diploma policy). That is, it is necessary that the BS department clearly state that its purpose includes “fostering persons of talent who can bear the responsibilities for SME that make contributions to regional economies and societies” in its diploma policy. The degree granting policies are constituted with respect to Doshisha University’s founding spirit of “conscientiousness.” However, the term “conscientiousness” is highly abstract, so the image of persons of talent projected by the BS department is somewhat ambiguous. It is expected that the department will further devise a plan to communicate to enrolled students its image of “conscientious” persons of talent.

Second, the university’s founding spirit of internationalism is not clearly evidenced in the BS department’s curriculum and documents. There have been initiatives to enhance interactions between students enrolled in the Global MBA and those in the MBA course in order to foster students’ global perspectives. However, it is expected that the BS department will make efforts to further enhance subjects that foster cultivate students’ global perspectives and to clearly situate internationalism in its curriculum.

Third, there are not enough subjects taught in the area of “people and organizations,” even though this area imparts specialized knowledge and skills for management and is essential to managing businesses and other organizations. This is an issue of human resources (i.e., hiring and promoting of faculty members). To address this, it is necessary to hire full-time faculty members who specialize in the area of human resources and organizational management. Since the 2014 school year, the BS department has considered increasing classes in this area, and it is expected that the BS department will steadily proceed to enrich this area of study. In addition, another issue has arisen in that a few subjects in the area of marketing have been cancelled. It is expected that the BS department will hire full-time faculty members to take initiative in offering subjects in this area.

Fourth, as a mid-term challenge, the BS department is expected to position faculty members to provide balance in their course offerings and arrangements. In addition, as pointed out above, it is necessary to hire faculty member(s) in the area of marketing.

Furthermore, the BS department has a problem of stagnation in fulfilling the first-year student enrollment cap, which has significant implications for the policies regarding admission and the granting of diplomas. Since the 2010 school year, first-year students have continuously been under-enrolled. In the 2013 school year, first-year student enrollment significantly increased because the Global MBA course started and students’ were admitted into the program. However, as the number of applicants who

wish to enter the Japanese MBA course has continued to decline. It is necessary for the BS department to further strengthen measures to fulfill the first-year student enrollment cap.

In relation to this point, it is problematic that information about the career and employment situations of graduates has not been consolidated. This is an issue of the “exit strategy” of business schools. For prospective students, as they make decisions about whether to apply for the BS department’s program, information about graduates’ career success is a very significant factor to take into account. Therefore, it is desirable that the BS department should make public detailed information about its graduates’ career choice and paths after graduation. In addition, it should evaluate its educational impacts and build a system through which the evaluation results are linked to improvements in educational content and methods.

To conclude, the points below need to be mentioned concerning the running of educational programs in the BS department, specifically in regards to the changing positions of the MBA and Global MBA courses, both housed in the BS department. The BS department plans to restructure its program and system in the 2014 school year. As discussed above, the two purposes of the program have been “to foster persons of talent who can bear the responsibility for SME which make contributions to regional economies and societies” and “to cultivate businesspersons who can appropriately adapt to internationalization.” The BS department plans to rebuild its organization and system to make these dual purposes more focused. In concrete terms, it plans to restructure the program by separating the courses into two independent entities—the MBA course will remain as a professional business school, and the Global MBA course will become a (general)graduate school of business.

It is expected that the concerns raised at this round of evaluation and accreditation will be addressed in the process of future restructuring. In order to enhance the competitiveness of its business education program as a professional business school, it is strongly suggested that the BS department should formulate action plans to clarify mid- and long-term plans and devise specific strategies for the MBA course in which students are mainly taught in Japanese.

Japan University Accreditation Association expects the BS department’s further development and enrichment through conducting continuous self-studies and evaluations, formulating mid- and long-term visions, implementing reforms and making improvement efforts, and strengthening its unique characteristics.