

## Doctoral Program in Business Administration

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### ■ Doctor of Philosophy in Business Administration

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#### Program Educational Objectives

To respond to the social demand for the development and re-education of highly specialized professionals, the Doctoral Program in Business Administration develops highly specialized professionals who have comprehensive and advanced judgment ability based on the advanced specialized knowledge in business administration and objective management data analysis ability and thereby can present appropriate solutions as to new types of problems faced by companies and society, as well as researchers with international character who can effectively take advantage of such experience.

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<b>Graduate Profile</b>	He or she should possess specialized knowledge appropriate to the doctoral (business administration) degree, and have the ability to detect problems, the conception ability and other abilities such as logical thinking, as well as the inspiration for solving challenges and the communication ability enabling sufficient debates.
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**Diploma Policy**

The degree of Doctor of Philosophy in Business Administration is commenced to those who have fulfilled the requirements for the completion of the Doctoral programs, as set out in the Graduate School Regulations of the University of Tsukuba and related university regulations, and who are deemed to have the following competences.

	Competences	Evaluation perspectives
<b>Knowledge and Skills</b>	1. Knowledge creation competence: Ability to create new knowledge that can contribute to future society	① Are there any research findings that can be considered new knowledge? ② Can we expect you to create knowledge that will contribute to future society?
	2. Management competence: Ability to plan and implement measures to identify and solve challenges from a higher perspective	① Can you make and implement long-term plans for critical challenges? ② Can you identify challenges, even in other areas of expertise, and solve them from a higher perspective?
	3. Communication competence: Ability to express the true nature of academic findings positively and clearly	① Can you explain the true nature of research content and specialized knowledge clearly and logically to researchers from different areas and to people other than researchers? ② Do you proactively share your findings with researchers and experts from your field of expertise and accurately answer questions?
	4. Leadership competence: Ability to have objectives get accomplished under your leadership	① Can you set attractive and compelling goals? ② Are you capable of building systems to realize goals and accomplish objectives as the leader?
	5. Internationality competence: Possession of a high level of awareness and motivation to be internationally active and contribute to international society	① Do you have strong awareness and motivation to contribute to international society and international activities? ② Have you obtained adequate linguistic skills for international information collection and action?
	6. Ability to carry out management research: Advanced specialized knowledge about business administration and the ability to carry out research from a business administration points of view and based on objectively conducted qualitative and quantitative analysis as a highly specialized professional	① If a long-term research plan is drawn up for important tasks based on specialized knowledge ② If a research plan is independently and appropriately executed

	Competences	Evaluation perspectives
<b>Knowledge and Skills</b>	<p>7. Evidence base analysis ability for Management competence to conduct analysis using qualitative and quantitative data objectively taken for problem analysis from multifunctional points of view included in the areas of business administration and based on advanced specialized knowledge</p>	<p>① If objective facts are collected for important tasks ② If analysis is conducted based on collected objective facts</p>
	<p>8. Problem solving ability for Management competence to present solutions by building a management analysis model for problem solving that combines multifunctional measures included in the areas of business administration and advanced specialized knowledge</p>	<p>① If the theory of the quantitative or qualitative analysis methodology is understood and appropriately applied ② If obtained results are interpreted into one's own words to debate with others</p>
	<p>9. Ability to convey management knowledge: Ability to appropriately convey and develop advanced specialized knowledge and research findings in the areas of business administration whether in academic or working-level scenes</p>	<p>① If a rational description of the nature of specialized knowledge is provided ② If the nature of specialized knowledge is shared with others</p>
	<p>10. Ability to bequeath management knowledge: Ability to pass down one's own findings, and the advanced specialized knowledge and research outcomes in the areas of business administration to help potential younger talents inherit and develop them</p>	<p>① If the nature of specialized knowledge is understood ② If specialized knowledge is used and reflected in research</p>

<p><b>Guidelines for Assessing Learning Outcomes</b></p>	<p>The assessment of learning outcomes is conducted through achievement evaluation based on the 'Achievement Evaluation Sheet'. This objectively verifies and evaluates the acquisition of competences, aligned with the diploma policy, at each of the following stages. The stages and methods of achievement evaluation are detailed as follows.</p> <p>Achievement evaluations concerning the ten areas of competences specified in the diploma policy are conducted at the time of the research plan presentation, at the end of the first year of the program, and at the drafting presentation, with reference to the respective evaluation criteria.</p>
<p><b>Evaluation Criteria for Degree Theses/ Dissertations</b></p>	<p>Evaluation requires the approval of the dissertation review board members formed by one chief reviewer and four or more sub-reviewers (including one or more reviewer who is not a full-time faculty member of the base organization setting up the dissertation review board).</p> <p>Evaluation items</p> <ol style="list-style-type: none"> <li>1. Significance of research tasks</li> <li>2. Comprehensive understanding and grasping of preceding researches inside and outside Japan</li> <li>3. Precise presentation of research method, and its appropriateness</li> <li>4. Appropriateness and significance of demonstration method and conclusion</li> <li>5. Format and style of presentation of dissertation</li> </ol> <p>In the dissertation review and the final exam, the dissertation for degree grant, which contains the above evaluation items, is evaluated and judged if it is acceptable from the perspectives of degree dissertation levels.</p>

**Curriculum Policy**

The Program is designed to provide students with systematic curriculum which is not unbalanced to either theory or practice and pays appropriate attention to cultivate a breadth of basic skills in associated areas with this major, and the big picture in mind in business, humanities and society as well as the generic knowledge and ability that support students to be active in diverse social scenes, along with more advanced specialized knowledge and ability concerning the areas of business administration. Particularly, the Program actively provides students with opportunities to increase their understanding to the modern challenges surrounding business and science. In addition, as a night graduate school for adult members of society, the Program is formulated to be efficient and effective by the rational deployment of subjects, for example, which are principally based on the class hours of weeknights and on Saturdays.

<p><b>Curriculum Design Framework</b></p>	<p>The Program concentrates on the management strategies and management organizations, marketing, accounting and finance that are commonly considered to be the core realms in business administration, while embracing the lecture subjects in the realms associated to mathematical science, system science and informatics typical of quantitative analysis that is important in enhancing the sophistication of the modern management. The Program is also designed to develop the abilities shown in Diploma Policy through special research and research investigation, etc. In research aspects, six stage milestones—research plan, survey dissertation, mid-term dissertation, drafting, preliminary review, final exam—are provided to help students organize their research activities. Through a system of supervision with multiple faculty members, students acquire the ability to think from various perspectives.</p> <ul style="list-style-type: none"> <li>- The ability to carry out research, the evidence base analysis ability and problem solving ability are acquired with “Fundamentals in Strategic Management” and other Major Subjects.</li> <li>- The ability to convey management knowledge and to bequeath management knowledge in addition to the ability to carry out research, evidence base analysis ability and problem solving ability are acquired with “Advanced Seminar in Business Management”, etc. in the research subjects.</li> <li>- In order to cultivate the basic skills and wide perspectives as well as generic knowledge and ability in associated areas with the student's major at the core, students are encouraged to take one credit from Degree Programs' Common Courses, Inter-disciplinary Foundation Courses, Graduate General Education Courses.</li> <li>- With research supervision, students acquire the ability to carry out research, evidence base analysis ability and problem solving ability as well as the ability to convey and bequeath knowledge.</li> </ul>
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## Doctoral Program in Business Administration / Doctor of Philosophy in Business Administration

<b>Teaching and Learning Methods</b>	<ul style="list-style-type: none"> <li>- Under the supervision and advice of supervisory faculty members, students take the Major Subjects necessary for driving the doctoral dissertation research forward.</li> <li>- Students learn the extensive specialized knowledge and ability to be necessary as Doctor in the areas of business administration based on their interests and concerns.</li> <li>- In research supervision aspects, six stage milestones——research plan, survey dissertation, mid-term dissertation, drafting, preliminary review, final exam——are provided to help students organize their research activities.</li> </ul> <p>Through a system of supervision with multiple faculty members, students acquire the ability to think from various perspectives.</p>
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### Admission Policy

<b>Desired Student Profile</b>	To carry out doctoral dissertation research rooted in the awareness of business problems as adult members of society, the Program seeks human resources who have a strong interest in advanced academic approaches in the areas of modern business administration and have specialized knowledge and ability. In the process of planning and carrying out research, students are required to keep an active attitude to investigate and think on their own and have broad interests beyond one's business operations in change or the realms of expertise.
<b>Student Selection Process</b>	<p>Candidates are comprehensively evaluated with the following evaluations.</p> <ul style="list-style-type: none"> <li>- Submitted thesis and research plan: Objectives of research, appropriateness of research method, the usefulness, novelty and sentence expressiveness of research</li> <li>- Foreign language exam (Substituted by TOEIC): Communication ability in English</li> <li>- Interview: Presentation ability, motivation for research, discussion ability</li> </ul>

### Learning Support Framework

<b>Academic Support</b>	To enhance students' motivation, support is provided for conference presentation travel expenses, English proofreading costs, and access to financial databases.
<b>Opportunities for Peer Interaction</b>	Student interaction is promoted through classes incorporating group work, classes in which students exchange opinions on peers' research presentations, student research presentation sessions that actively solicit students' opinions, and opportunities for multiple students to receive joint research guidance.
<b>Opportunities for Student-Faculty Interaction</b>	Opinions on the overall education of the degree program are collected from students through surveys, and opportunities for dialogue with students are arranged based on the results.

### Approaches to Assuring and Enhancing Educational Quality

#### [Competences]

At the Degree Program Faculty Meeting, the perspectives for evaluating the ten areas of knowledge and skills specified in the diploma policy are reviewed in light of students' learning progress.

#### [Research Supervision and Thesis Examination]

At the Degree Program Faculty Meeting, the progress of students' presentation stages and completion rates are monitored, and issues related to research guidance and thesis examination are identified and considered for improvement.

#### [Credits]

Each full-time faculty member examines the distribution of achievement evaluations for their courses in order to verify any bias in the distribution and to confirm the alignment between course learning objectives and teaching content/methods. The results of these examinations are shared at the Degree Program Faculty Meeting and are utilized to improve educational activities.

#### [Curriculum and Supports]

Based on information such as curriculum map reviews, student surveys, surveys of graduates two years after completion, feedback from corporate and other stakeholders, and confirmation of the number of students' publications in foreign languages, the Degree Program Faculty Meeting undertakes improvements to curriculum structure and student support activities.

#### [Faculty Development (FD)]

At the beginning of each academic year, the faculty member in charge of FD formulates an FD implementation plan and carries out activities aimed at improving organizational educational practices.