

A study for MBA in the world

The comparison among USA, Europe and Japan

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Abstract: There are many MBA courses in the world. It is necessary to know the uniqueness of each MBA (Master of Business Administration) in the world. What are the criteria to evaluate the value of MBA?

I gathered some basic information of MBAs in Europe, USA and Japan. These are the official information provided by Web site of each University. Through the survey for those 3 area's MBA course, I found regional uniqueness among 3 regions as above.

In the USA, it has long history and many MBAs in USA. They are in the very tough competition each other. However, majority of them are practical business oriented MBA. In Japan, it is different. MBA is very new in Japan. Some of the University strengthens MOT (Management of Technology). It is technology oriented MBA. In Europe, it has variety; however it smells academic oriented MBA. There are 3 tastes in MBA.

All of those MBA has 1 common approach, it is social linkage. MBA is developed for business needs, and it is from social needs. MBA must countermeasure such a social needs.

Key words: MBA, MOT, the social needs, business needs, value of MBA.

1.MBA in USA

There are many MBA courses in USA. Some agency announces the evaluation

reports of MBA ranking in USA every year. The ranking changes every year, however following MBA are constantly ranked in top of the MBA in the USA.

Business Schools in The U.S

	Name of Business School
1	Harvard Business School
2	Stanford Graduate School of Business
3	Wharton Business School (University of Pennsylvania)
4	Chicago Business School
5	Sloan School of Management (MIT)
6	Northwestern School of Management
7	The University of Michigan Business School
8	UCLA Graduate School of Management
9	Columbia Business School
10	Amos Tuck School of Business Administration (Dartmouth College)

Each MBA has unique history and education system. They compete in the education performance each other. They develop their curriculum in order to meet business and industry needs. The majority of graduate goes back to the company with good salary and conditions. It is very expensive tuition fee in MBA; however it is rational investment because of the good return. The company expects them to contribute the company's business performance.

The curriculum is designed based upon practical business experience. Many MBA courses implement "Case study method". It is very useful for the student to train practical skill in the business. The business and industry also expect the graduate student of MBA can contribute the business quickly and directly. So, "Case study method" meets the needs from business and industry.

MBA in USA is education and training school. However, it has another aspect. Top MBA learning environment is a kind of social club for future business elite. They have a chance to develop a high quality of human network in business. They study and discuss the business in the small class. They know

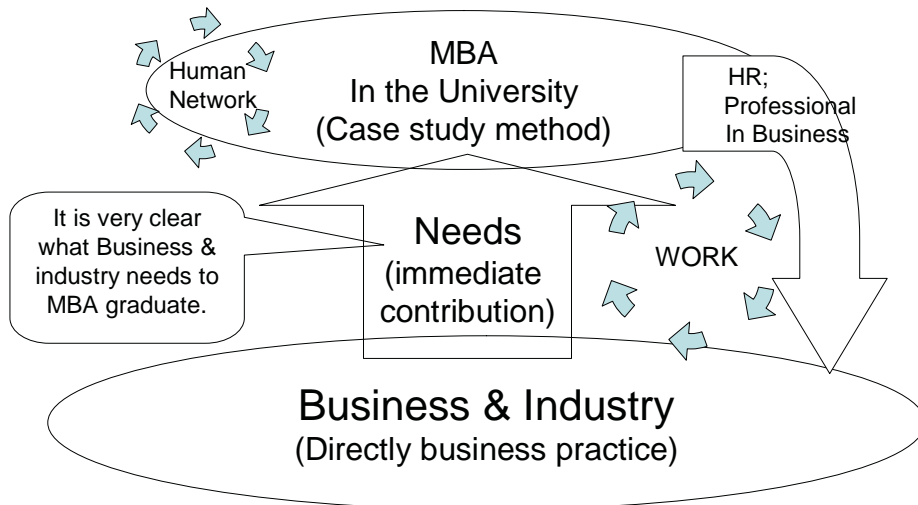
each other in the learning environment. This social opportunity has high value in top MBA in USA.

In USA, MBA is established education system that linked with social needs. However, due to the saturation of MBA graduates in business society, the value of MBA has decreased recently. Many business professional has MBA in the USA; it is no more scarcity (rarity) value in the business society. The company evaluates only top MBAs with high score. The graduate must have good record in the top MBAs. So, MBA itself is no more the proof of business professional. It is a kind of qualification as business professional.

2.MBA in Europe

MBA's history in Europe is not like the history in USA. As I observe, European MBA is different from USA. I found following MBA course in Europe from various information source. These are high ranked MBA in Europe. Each MBA has unique goal and curriculum. They imported some MBA concept from USA, and develop their originality in the education system.

The relation between the society and MBA in USA



Business School in European Countries

	Country	Name of Business School
1	Great Britain	LONDON BUSINESS SCHOOL
2	"	MANCHESTER BUSINESS SCHOOL
3	"	WARWICK BUSINESS SCHOOL
4	"	CRANFIELD SHOOLOF MANAGEMENT
5	"	LSE---THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE
6	France	INSEAD---THE EUROPEAN INSTITUTE OF BUSINESS ADMINISTRATION
7	"	ENPC---ECOLE NATIONALE DES PONTS ET CHAUSSEES
8	"	ISA -- INSTITUT SUPERIEUR DES AFFAIRES
9	"	HEC -- HAUTRE ETUDES COMMERCIALES
10	"	ESSES -- ECOLE SUPERIEURE DES SCIENCES ECONOMIQUES ET COMMERCIALES

Business School in European Countries(2)

	Country	Name of Business School
11	Germany	WISS HOCHSCHULE FUR UNTERNEHMESFUHRUNG. KOBLENZ
12	"	FH MUNSTER EUROPEAN BUSINESS PROGRAMM
13	"	FH REUTLINGEN EUROPASCHES STUDIENPROGRAMM BETRIEBSWRTSCHAFT
14	"	UNI KOLN
15	Switzerland	IMD--INTERNATIONAL INSTITUTE FOR MANAGEMENT DEVELOPMENT
16	Italy	SDA--SCUOLA DI DIRFZIONE AZIENDAL DELL UNIVERSITA LUIGI BOCCONI
17	Spain	ESADE-- ESCUELA SUPERIOR DE ADMINISTRACION Y DIRECION DE LA EMPRESAS
18	"	IESE--INSISUTO DE ESYUDIOS SUPERIORES DE LA EMPRESA
19	Holland	RSM--ROTTERDAM SCHOOL OF MANAGEMENT
20	"	NIJENRODE-- THE NETHERLANDS SCHOOL OF BUSINESS

These are high ranked MBA in Europe. Each MBA has unique goal and curriculum. They imported some MBA concept from USA, and develop their originality in the education system.

Compare with MBA in USA, MBA in Europe has weak linkage with business and industry. This means the business and industry has not so strong expectation to MBA course. The graduate of MBA as above is not necessary to go back to business and industry. Some of them may go back to the business society; however others may go to somewhere. In the USA, it is strongly connected, and then majority of MBA graduate goes back to business and industry. The student invested a lot for MBA, and then they must go back to business society in order to get return that they invested. This is the economical mechanism in MBA.

However, mechanism surrounding MBA in Europe looks like disconnected. It

means MBA is not so highly evaluated in Europe. I don't have any statistical data of MBA graduate in Europe, so it is necessary to verify this hypothesis with reliable data and analysis.

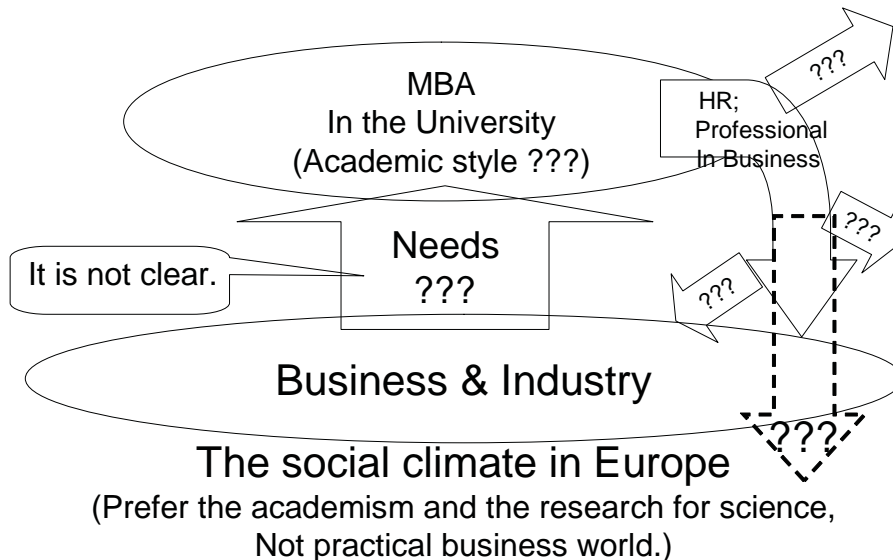
I observe some European social climate. The European has long history and culture. They were achieved by great scientific findings, industrial innovation and new social institution. It has long term vision. So, European people tend to respect such a steady effort for academism and research for the science. This kind of European's sense of value may exist in the business behavior in Europe.

If MBA in Europe is not linked with business and industry strongly and tightly, each MBA in Europe has much more flexibility compare with MBA in USA. This mild and slow linkage with business and industry could be advantage in long term view.

However, in some sense, this could weaken the business development and industrial

innovation in Europe. It depend on the strategy of business education system in Europe.

The relation between the society and MBA in Europe



3.MBA in Japan

MBA in Japan is very new system. Japanese company recognized the value of MBA, and then the company sent selected employee to MBA in USA. MBA in USA is a kind of social club for big business. The Japanese company and business person recognized the value of MBA in USA.

Japanese company and business person still admit the value of social club in MBA in USA, however some university in Japan recognize that MBA in USA doesn't satisfy the needs of Japanese business. Then, some state and private universities started Japanese original MBA course recently.

There are some unique aspects in the curriculum as follows.

- Integration of MOB and MOT

- Wider scope of MBA (Management for Public sector, technology and social system)
- The mutual support relation between MBA and traditional field (Economics, etc)

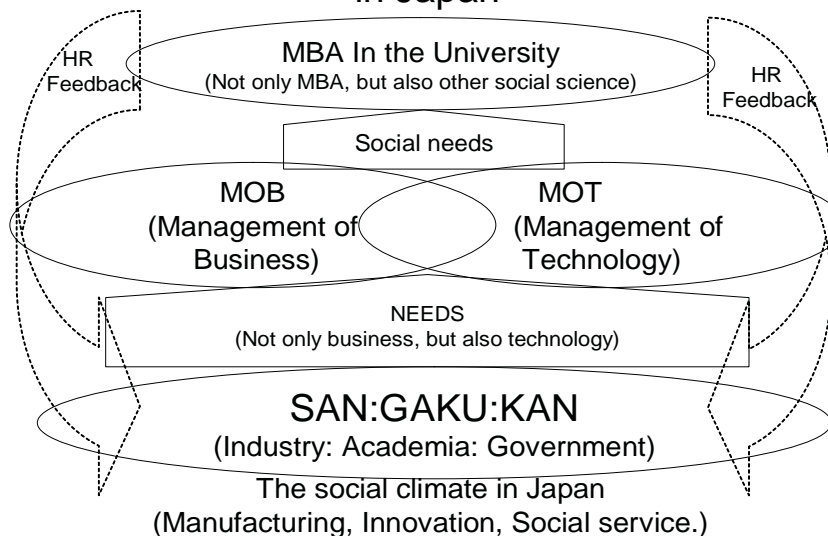
Japanese University learned a lot of things from MBA in USA; however they didn't directly import all of them. They carefully verify the real needs to MBA in Japan. It was different from MBA in USA. Japanese social climate respects the actual experience in the work place. The company expects the potential contribution of MBA graduate, however the company treat MBA graduate same as others in salary, promotion and other conditions.

MBA graduate also recognize such an evaluation system in Japan. So, investment for MBA is not economically rational in Japan. They are not really focus on the business and industry. They focus on other opportunities like government, NPO (Non

Profit Organization), research center and think tank.

In closing, I introduce MBA course basic information as reference. This will help you to understand MBA in USA, Europe and Japan.

The relation between the society and MBA in Japan



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1. USA

Harvard Business School - 2-year full MBA course only

	1stYear	2nd Year
Required Curriculum	Finance Financial Reporting and Control (FRC) Leadership and Organizational Behavior (LEAD) Marketing Technology and Operations Management (TOM)	Business Government, and The International Economy(BGIE) Strategy The Entrepreneurial Manager Negotiation Finance II Leadership and Corporate Accountability
Elective Curriculum	Choose from 96 courses of 10subjects	Accounting and Management Business, Government & the International Economy Entrepreneurial Management Finance General Management Marketing Strategy Technology & Operations Management

MBA Programs Comparison Chart of Cornell University(The Johnson School)

	Tow-year MBA(Ithaca)	Accelerated MBA(Ithaca)	Executive MBA (New York City)	Cornell-Queen's Executive MBA
Degree Awarded	Cornell University MBA	Cornell University MBA	Cornell University MBA	Cornell University MBA and Queen's University MBA
Applicant Career Stage	Average 5 years professional work experience	Average 6 years professional work experience	Average 10-15 years work experience	Average 10-15 years work experience
Participant Profile	Average age 27, median GMAT 690	Average age 31; median GMAT 710; proportion with advanced degrees 100%	Average age 35; proportion with advanced degrees 25-30%	Average age 333335; proportion with advanced degrees 25-30%

	Tow-year MBA(Ithaca)	Accelerated MBA(Ithaca)	Executive MBA (New York City)	Cornell-Queen's Executive MBA
Admissions Requirements and Application Steps	Bachelor's degree; GMAT, TOEFLE or IELTS	Advanced degree in science or technology and strong quantitative skills;	Organizational experience and accomplishments Academic readiness Ability to contribute to team and class learning processes Motivations and commitment	Organizational experience and accomplishments Academic readiness Ability to contribute to team and class learning processes Motivation and commitment
Length	12 months (incl. summer internship)	12 months	22 months	17months
Start Date	Mid-August	End of May	July	July
Tuition	\$42,000(one year rate for '07-'08tuition only)	Tuition for '07-'08 is \$67,700, which includes the summer term	Tuition for the Class of '09\$122,400 (all inclusive with the exception of the Global Business Project travel)	\$95,000(class starting in 2007, all inclusive)

University of California Berkeley, Haas School of Business Berkeley MBA Degree Program

	Full-time MBA Program	Evening & Weekend MBA Program	Berkeley-Columbia Executive MBA Program
Length	21 months	3-year Weekend class are held in Berkeley and Silicon Valley	19 months
Start Date	August	August	May
Number of Students	240 students per class	Approx.240 Students per class	60 to 70 students per class

	Full-time MBA Program	Evening & Weekend MBA Program	Berkeley-Columbia Executive MBA Program
Required courses	12 required core courses (must take these courses in the first year) Finance, Accounting, Operations, Micro- and Macro-economics, Strategy, Organizational Behavior, Data and Decisions, Leadership, Communication Skills, Marketing, and Business Ethics	10 required core courses for this courses: Microeconomics, Organizational Behavior Financial Accounting Marketing finance Operations Management Macroeconomics Leadership Communications Ethics and Responsibility in Business Leadership	Corporate Finance, corporate Strategy Data analysis Decision Models(half-term) Financial Accounting Global Economic Environment Managerial Accounting (half-term) Managerial Economics Marketing Operations Management Organizational Behavior
Electives	Electives comprise 60% of the Berkeley MBA curriculum. Students may choose from a wide variety of electives and dual degree offerings—from within the Hass School and from the wider university	Academic Groups at the Haas School *Accounting *business &Public Policy *Economic analysis & Policy * Finance *Marketing *Operations &Information Technology Management *Organizational Behavior & Industrial Relations *Real Estate Students may chooses schedule option: evening or weekend	Sample electives include: Capital Markets and Investments High-Technology Marketing Entrepreneurship Executive Leadership Management of Technology Private Equity Real Estate

MBA Program and its goal	Two-year MBA Program (2Y) The largest of Kellogg's master's degree programs	One-Year MBA Program To enables applicants with clear and consistent career goals to return to the work force quickly	Part-Time MBA Program Evening-Program Saturday-Program Students should maintain full-time employment	Executive MBA Program(EMAB) At least 8 to 10 years of managerial experience A majority of Kellogg students have an average of 12-15 years of work experience with this program
Number of enrolled students	960 students	70 to 80 students		
Program Design	Fall, Winter & Spring Quarters for two academic years An internship during the summer following the first year	Students enter the MBA program in June And complete the 15.5 courses necessary to earn their degrees. They may major in any of the areas described in the 2Y MBA Program.	Two-and-a-half to five years	To complete two years of study This program is focused on the balance between research and real world

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	<p>Nine—Core courses in the fundamental areas of accounting, management, organizations, marketing, finance, decision sciences and management and strategy</p> <p>Students must complete at least 24,5 units over the six quarters they are enrolled</p>	<p>Students must have completed accounting as well as least five of the six courses of the listed; Accounting, Introductory Economics or Microeconomics. Finance ,Marketing. Operations or Manufacturing Engineering, Organizational Behavior or Management of Organizations and</p> <p>Statistics</p> <p>Applicants are required to have completed undergraduate or graduate courses in business to be eligible</p>	<p>In the Part-time MBA Program, the 9.5core courses are taken within the first 12 courses of study</p> <p>9.5 core Courses: Accounting for Decision Making Business Strategy] Finance Leadership in Organizations Marketing Management</p> <p>Mathematical Methods for Management Decisions Microeconomic Analysis Operations Management Statistical Methods for Management Decision Value, ethics & Strategic Crisis Management</p>	curriculum

Columbia Business School MBA Program

	First Term 1st half	First Term 2nd half	Second Term 1st half	Second Term 2nd half
Core Curriculum	Corporate Finance Financial Accounting Managerial Statistics Managerial Economics Strategy Formulation	Corporate Finance Financial Accounting Marketing Strategy Operations Management Leadership	Global Economic Environment Decision Models Managing Marketing Programs	
Electives			Elective 1 Elective 2	Menu I Organizations Menu II Performance Menu III Markets

Stanford GSB

	First Year	Second Year		
	Autumn quarter	Winter & Spring quarter	Autumn	Spring
Core	General Management Perspectives Accounting Information Critical Analytical thinking Ethics in Management Managing Group & Teams Organizational Behavior Strategic Leadership	General Management Foundations Data analysis & Decision Making Finance Financial Accounting Human Resources Information Technology Managerial Accounting Marketing Microeconomics		
Elective			From 100 electives Accounting entrepreneurship Finance Global Management Human Resources Information Technology	

2. EUROPE

London Business School (UK)

Program	Guidelines	Duration	Start	Curriculum	Necessary documents for application/prerequisites
MBA	To become a global business leader Students come from 70 countries with 54 languages 34 international exchange program partner	Flexible 15-21 months	Term: starts Autumn Spring Summer	Student in a first year concentrates in general management wide selection of electives in six courses (9~12 electives)	A one page- essay curriculum/ resume Two letters of recommendations Original copies of the official transcript of grades from universities attended GMAT score Certificate of proficiency in English
EMBA-Global a dual Executive MBA	Full MBA degree from Columbia Univ. and London Business School	20 months (five terms)	May	Students undertake 13 core courses in the first academic year Core courses take place in 4-6 day blocks which alternate between London and New York each month	Rich & relevant work experience Undergraduate degree Good GMAT score Signed statement of sponsorship from your organization
Executive MBA	Career Acceleration Enhancing Management Skill set Personal Development New Challenge	20 months 1st year Fridays 9:00-19:30 Saturdays 9:00-18:00	Twice a year In January & September	During the academic second year, students have to take a minimum of six electives	Five to 22 years of relevant experience, An undergraduate degree granted by a recognized university or other suitable professional qualifications Non-graduates are occasionally accepted
Dubai-London EMBA	New program Based both in London and Dubai To become influential business men and women	2 years	In September	First year, core course classes are taught in a four-day block format, consisting of two weekend days and two weekdays Second year, choose four or five electives from the School's elective portfolio	A proven track record as a member or leader of a team An undergraduate degree granted by a recognized university or other suitable professional qualifications GMAT is not required 9-10 years of full-time work experience

Warwick MBA (UK)

Program	Guidelines	Duration	Start	Curriculum	Prerequisites
Full-time MBA	To progress more quickly in your career By extending your study period to 15-months, you might choose to take part in an exchange programme with other world class business schools	12-month	The end of September		
Executive MBA	Delivered in week-long modules Many participants on this mode are sponsored by their organization.	In three years	March & October		
Distance Learning MBA		Three to eight years	January & July	It is compulsory to attend the annual eight-day September Seminar at WBS each year.	Seven core modules

International Institute for Management Development (IMD) in Switzerland

	MBA Program	EMBA Program
Participants	90	65 talented, motivated, experienced executives
Duration	One Year	Timing is flexible, spreading 16.5 weeks out of the office, and 40+ weeks of distance learning over a minimum of 15 months, as little as 16 months, or spread over three years or more
Content	The program is focused on leadership entrepreneurship and social responsibility	The IMD EMBA gives proven, high-performing managers the skills and tools to lead their companies into the future.

	MBA Program	EMBA Program
Qualifications and Experience	Bachelor's degree or equivalent from an accredited institution GMAT(average score;675) Minimum three years' full-time work experience(the average among accepted candidates in seven years) Strong command of written and spoken English	The program is designed for those with an average of 15 years of business experience (minimum 10years), and the average age is approximately 38.
Admission		Professional achievement Leadership potential Intellectual ability (undergraduate university degree and GMAT) International outlook English Language proficiency The support of your company

3. JAPAN

Kyoto University Business School (National Univ)

Program name	Graduate School of Management , Kyoto University	
Established	April in 2006	
Diploma given	MBA: Master of Business Administration	
Accepted number of students	60 students for one school year (A total number of MBA students are about 120 persons)	At most 60 students in one school year, which consists of 40 students with bachelor degree of management, economics, and technology. The rest of about 20 students are persons with already working experiences in a business world.
Campus	Yoshida Campus in Kyoto	
Study schedule	Monday to Saturday 8:45 to 18:00	
Maximum Study Duration	Two years	
Required credits for completion of MBA course	At least 42 courses (units)	First semester; more than 12credits of basic and core courses Second semester; 16 credits of specialty field, 3 rd and 4 th semester; practical business related courses and more developed core courses

Keio University Business School (Private Univ)

Program name	Graduate School of Business Administration, Keio University	
Goal	To Develop business leaders with both professional managerial skills and the sense of responsibility for the society as a part of corporate citizenship.	
Program Design	Normal class sessions based on Case Method and MBA thesis development	Eight core courses—basic management skills Electives courses –further strengthen specific functional skills and to facilitate deeper understanding of general management issues.
Characteristics	About two thirds of the curriculum are conducted by “case study” Second year students spend eight to ten months for their master ‘s theses Oral presentation is required at the end of the second year Most MBA program are conducted in Japanese language Good command of the language is indispensable for foreign students to study at the School	
Number of students	Maximum 90	
Entrance Exam.	Every October and January	

Waseda University MBA School (Private Univ.)

Program Name	Course Object	Prerequisite (Application)	Diploma	Course Schedule	Maximum Enrollment
MBA Program (full time) Strategic Management Entrepreneurship management	To train specialists familiar with corporate management	A bachelor degree holder or tree-year or above working experienced persons	MBA (Master of Business Administration)	Weekdays (Nishi-Waseda School Building)	One year or Two years
MOT Program (Weekend Program) Technology Management	To train specialists, especially in the area of technological management			Fridays& Saturdays (Nishi-Waseda School Building)	One year or Two years
MBA Program Night time Entrepreneur	To train specialists for corporate management (Module system adopted)			Night time on week-days & Saturdays	Tow years