

**Certified Evaluation and Accreditation Results
for the Strategic Management Course,
Chuo Graduate School of Strategic Management, Chuo University**

The Strategic Management Course (hereafter SMC) in the Chuo Graduate School of Strategic Management at Chuo University states, in line with the meaning of the university's founding spirit of "cultivating a disposition of practical application," its educational mission as follows: "by fusing the intellectual creativity of Chuo University as research university and the knowledge our Japanese industry sector has developed, and by fostering highly specialized professionals who have high ethics and character, who have international perspectives, and who excel in creativity and ability to take action, [the SMC] contributes to the growth of their organizations, sustainable social and economic developments, and the creation of new cultures."

Based on this educational mission, the SMC sets its educational purpose as follows: "cultivating contemporary strategic management leaders, who can plan and implement corporate strategies—i.e., the leaders who can plan and implement functional strategies from corporate-level perspectives with 'strategic thinking' that is based on systematic knowledge, while working in such functional areas as marketing, human resource management, and finance—by fostering [students'] deep knowledge and excellent abilities to become highly trained professionals who can learn and conduct research comprehensively and systematically in the five areas focusing on management strategies (i.e., 'strategies,' 'marketing,' 'human resource management,' 'finance,' and 'corporate legal affairs')." In particular, the JUAA acknowledges that the concept of "cultivating strategic management leaders" as a differentiating point of the SMC from other existing professional graduate business schools does not detract from its significance as one of such schools, and that the concept is appropriate to the statutory purpose of having professional graduate school systems. Moreover, the JUAA appreciates that, in order to accomplish its mission and purpose, the SMC has diverse and fulfilling curricula and excellent faculty and staff with a high quality environment for education and research, and that its faculty and staff members are united in striving to do their best to ensure the quality of education by devising innovative means and making efforts in various ways.

However, the environment which surrounds business schools, including professional graduate business schools, and the competitions they face are shifting toward globalization. The SMC, therefore, needs to show its presence in the worldwide competitions. For that purpose, we make the following three points concerning educational content. First of all, the SMC is expected to clarify its principles for internationalization strategies and make a steady implementation of initiatives that are currently under consideration, such as building partnerships with universities abroad and establishing "Research Project" classes to conduct investigations overseas. Secondly, the JUAA expects that, in order to extend its strengths further, the SMC reforms its curricula to further enhance the organic link of the five areas mentioned above. In particular, it is required that the SMC, in order to ensure its purpose of "cultivating strategic management leaders," further examine the ways to develop and enrich subject matters in the area of "leadership" and to establish the SMC's teaching methods concerning leadership education, in addition to organically connecting the five areas mentioned above. Thirdly, the JUAA expects that, because the area of "corporate legal affairs" is a specialization owing to the venerated tradition and legacy of legal studies at Chuo University and because it is a major element for the SMC to

differentiate itself from other business schools, the SMC further develops its organic connections to the other specialization areas.

To carry out the above-mentioned three points concerning the SMC's educational content, we point out that following two measures are needed as faculty organization initiatives. First, the JUAA expects the SMC's further improvements in various aspects such as the further increase of the number of full-time faculty, the pursuit of quality in research and education through faculty development opportunities (FD, organizational professional development opportunities for faculty members to improve the content and methods of their teaching), and the enhancement of educational and research environments. Second, the JUAA expects that the SMC, in order to enhance research and educational activities and so ensure and improve the quality of education, establishes and maintains the methods and indicators to evaluate directly the research and educational activities of each individual full-time faculty member and a system to grasp the degree of contributions that he/she makes to the management of the SMC.

Moreover, since setting up a doctoral program is an attempt to explore various forms of professional graduate business schools, the JUAA strongly expects that the SMC makes efforts to substantiate its doctoral program and to further fortify the organic cooperation between its doctoral and professional master's programs.*

To make improvements and carry out reforms in these areas, it is necessary for the SMC to draw up a medium- to long-term vision that clearly states the medium- and long-term attainment goals and images based on the university-wide future prospective, in addition to an annual action plan. Moreover, although evaluating the degree of achievement in educational goals takes a long time, it is expected that the SMC positively adopts evaluations by graduates, current students, and business professionals to flexibly reform its curricula, and for that purpose clarifies the challenges it meets in order to establish curricula for "cultivating strategic management leaders" in its medium-term plan. In particular, the JUAA, while highly appreciating the progressive spirit shown by such initiatives as efforts for new curricula responding to the ever-changing environment surrounding the SMC, expects that the SMC specifies these new initiatives in its mid-term plans to strongly promote its development as a business school.

Finally, to end, the JUAA expects that the SMC strengthens its distinguishing characteristics to lead to its further development and fulfillment by doing continuous self-study and drawing up a medium- to long-term vision together with efforts for the improvements and reforms.

*Note that the JUAA is not responsible for the evaluation and accreditation of the SMC's doctoral program.