Application Package

Full-time MBA Program

The Global Knowledge Hub in Tokyo

Academic Year 2020-2021

Hitotsubashi University Business School

School of International Corporate Strategy
The MBA Program

Applicants to the MBA program in the School of International Corporate Strategy at the Hitotsubashi University Business School can select from two MBA degree options, the **One-Year program** and the **Two-Year program**, at the time of application. Once accepted to one program, it is not possible to switch to the other program.

The selection criteria for admission are identical for the One-Year and Two-Year programs (excluding YLP applicants the admission process for whom is not covered in this document). In the first year, students in the One-Year and Two-Year programs follow the same course of study and same academic calendar. The key differences between the two program options are as follows:

The **One-Year program** starts in mid-September with graduation in August of the following year. Students enrolled in the One-Year program are not eligible for double-degree, exchange, or internship programs.

The **Two-Year program** starts in mid-September with graduation in August of the second year. During the first year, students must complete all required courses. For the second year, students can custom design and build their curriculum in accordance with their interests and goals, and are required to participate in one of the following activities:

1. A double-degree program with an affiliated MBA program
2. A student exchange program with an affiliated MBA program
3. An approved internship on a non-remunerative basis (“Hitotsubashi ICS Internship”)
4. A project approved and supervised by an Hitotsubashi ICS faculty member
5. Other activities approved by the Academic Performance Committee

Completion of one of the above activities is counted as part of the “Seminar” requirements in the second year.

**Note:** Applicants applying for the Two-Year program should note that it is possible to graduate on an accelerated basis. Early graduation enables qualified students to receive their MBA in a year and a half, that is, after term two of the second year.
Student Support

Financial Aid

Financial aid is available for students attending Hitotsubashi ICS, although the amount varies from year to year. In general, the following categories of students are eligible for scholarships.

1. Students with outstanding GMAT / GRE scores
2. Students who have not received other scholarships
3. Students who are self-financed and in need of financial aid

Scholarships are determined by the Admissions Committee of Hitotsubashi ICS shortly after admissions decisions are announced.

2019 Admissions (For Reference Only)

<table>
<thead>
<tr>
<th>Amount per year</th>
<th>Number of recipients</th>
<th>GMAT median</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than JPY2,000,000</td>
<td>13 students</td>
<td>700</td>
</tr>
<tr>
<td>Between JPY250,000 and JPY2,000,000</td>
<td>1 students</td>
<td>670</td>
</tr>
</tbody>
</table>

*Previous average score for GRE not available as GRE scores are being accepted from 2019 onwards.
*Some scholarships have prerequisites such as nationality/region, living experience in Japan and so on.

■ For students with experience working in Japan

Our program has been designated as a training and education facility by the Ministry of Health, Labor and Welfare (MHLW). Students meeting certain conditions may be able to obtain the Specialized Practice Training and Education Benefit.

If you have more than two years of experience working in Japan and are paying your own tuition fees, you may apply for the benefit by submitting an application to your nearest HelloWork at least one month before the start of the program. Please direct enquiries regarding your eligibility and further details to HelloWork.


Dormitories

■ Hitotsubashi University dormitories (Kunitachi and Kodaira)

Hitotsubashi University offers two dormitory options for international students in Kunitachi and Kodaira. It takes about one hour by train from Hitotsubashi ICS to the dormitories. Applications for dormitories are accepted from June. Dormitory selection is by lottery.


■ Tokyo International Exchange Center (TIEC)

TIEC is a dormitory run by the Japan Student Services Organization (JASSO). It takes about 40 minutes from Hitotsubashi ICS by train to the dormitory. TIEC provides two types of single room and two types of family room. Applications are accepted from July.

# Academic Calendar (2019-2020)

**Note:** Some dates may be subject to change.

The Full-time MBA Program consists of two distinct sub-programs: the Two-year Program and the One-year Program. Students in both programs follow the same academic calendar in the first year of study. Please note that on occasion, classes meet on weekends and holidays.

<table>
<thead>
<tr>
<th>Term</th>
<th>Year</th>
<th>Dates</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2019</td>
<td>Sep 18 (Wed) - Sep 24 (Tue)</td>
<td>Term 1 (0) Intensive: Foundation Week (required, intensive course)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sep 18 (Wed) - Sep 19 (Thu)</td>
<td>Team Building Exercise at Takao (overnight program)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sep 20 (Fri)</td>
<td><strong>FREE DAY FOR ADDRESSING HOUSING, BANKING, ETC.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sep 21 (Sat) - Sep 24 (Tue)</td>
<td>ICS Orientation Sessions (ICS mission and values; ICS Honor Code; academics, career development, emergency readiness, health check, and more)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nov 6 (Wed) - Nov 8 (Fri)</td>
<td>Term 1 (2) Final Examinations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nov 4 (Mon) - Nov 6 (Wed)</td>
<td>Term 1 (2) Final Examinations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nov 7 (Thu) - Nov 8 (Fri)</td>
<td>Term 1 (3) Intensive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nov 7 (Thu) - Nov 8 (Fri)</td>
<td>Prevention Skills Workshop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dec 20 (Fri)</td>
<td>Term 1 (2) Final Examinations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dec 19 (Thu) - Dec 20 (Fri)</td>
<td>Term 1 (2) Final Examinations</td>
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<tr>
<td></td>
<td></td>
<td>Jan 5 (Sun)</td>
<td>Break</td>
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<tr>
<td></td>
<td>2020</td>
<td>Feb 21 (Fri)</td>
<td>Term 2 (1)</td>
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<tr>
<td></td>
<td></td>
<td>Feb 14 (Fri)</td>
<td>Term 2 (1) Final Examinations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feb 17 (Mon) - Feb 21 (Fri)</td>
<td>Organizational Behavior <em>Global Virtual Team Window (Tentative)</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mar 20 (Fri)</td>
<td>Term 2 (2) Spring Break Courses / Spring Break</td>
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<tr>
<td></td>
<td></td>
<td>Mar 13 (Fri)</td>
<td>Global Network Week (elective, intensive course, run with GMAM Partner Schools)</td>
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<tr>
<td></td>
<td></td>
<td>Mar 29 (Sun)</td>
<td>Break</td>
</tr>
<tr>
<td></td>
<td>2020</td>
<td>Apr 17 (Fri) - Apr 16 (Thu)</td>
<td>Term 3 (1) Final Examinations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apr 15 (Wed) - Apr 16 (Thu)</td>
<td>Term 3 (1) Final Examinations</td>
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<td>Apr 20 (Mon) - Apr 24 (Fri)</td>
<td>Term 3 (1) Intensive</td>
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<td></td>
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<td>Apr 20 (Mon) - Apr 24 (Fri)</td>
<td>Design Thinking (required, intensive course)</td>
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<td></td>
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<td>Apr 25 (Sat)</td>
<td>Break</td>
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<td>May 21 (Thu)</td>
<td>Term 3 (2)</td>
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<td></td>
<td>May 20 (Wed) - May 21 (Thu)</td>
<td>Term 3 (2) Final Examinations</td>
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<td>May 22 (Fri) - May 29 (Fri)</td>
<td>Term 3 (2) Intensive</td>
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<td>May 22 (Fri) - May 29 (Fri)</td>
<td>Strategy Simulation Week (required, intensive course)</td>
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<td>May 30 (Sat)</td>
<td>Break</td>
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<td></td>
<td>2020</td>
<td>Jul 3 (Fri)</td>
<td>Term 4 (1) Intensive</td>
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<tr>
<td></td>
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<td>Jul 5 (Fri)</td>
<td>Entrepreneurial Management (elective, intensive course)</td>
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<tr>
<td></td>
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<td>Jul 4 (Fri)</td>
<td>Term 4 (1)</td>
</tr>
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<td>Jul 24 (Fri)</td>
<td>Term 4 (1) Final Examinations</td>
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<td></td>
<td></td>
<td>Jul 20 (Mon) - Jul 24 (Fri)</td>
<td>Term 4 (2) Summer Break Course / Summer Break</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jul 27 (Mon) - Aug 23 (Fri)</td>
<td>Term 4 (2) Summer Break Course / Summer Break</td>
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<td>Aug 3 (Mon)</td>
<td>Aug 14 (Fri)</td>
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<td></td>
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<td>Aug 22 (Sat)</td>
<td>Commencement (Tentative)</td>
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*Elective*
<table>
<thead>
<tr>
<th>Term</th>
<th>Required Courses</th>
<th>Elective Courses</th>
<th>Credits</th>
<th>Grade</th>
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<tr>
<td>Spring</td>
<td>2022</td>
<td>2022</td>
<td>2022</td>
<td>2022</td>
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<tr>
<td>Summer</td>
<td>2022</td>
<td>2022</td>
<td>2022</td>
<td>2022</td>
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</tbody>
</table>

*Column indicates how many and how credits are earned. Courses offered across multiple terms (shown in lighter text) credits are counted at the completion of the course.*

1. 4 credits in Business Communicating
2. 4 credits in Business Information Systems
3. 4 credits in Business Mathematics
4. 4 credits in Business Ethics
5. 4 credits in Business Policy
6. 4 credits in Business Law
7. 4 credits in Business Finance
8. 4 credits in Business Accounting
9. 4 credits in Business Statistics
10. 4 credits in Business Marketing
11. 4 credits in Business Economics
12. 4 credits in Business Operations
13. 4 credits in Business Entrepreneurship
14. 4 credits in Business Innovation
15. 4 credits in Business Strategy
16. 4 credits in Business Leadership
17. 4 credits in Business Strategy
18. 4 credits in Business Innovation
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239. 4 credits in Business Entrepreneurship
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241. 4 credits in Business Leadership
242. 4 credits in Business Strategy
243. 4 credits in Business Innovation
244. 4 credits in Business Entrepreneurship
Application and Admissions Procedures

Admissions Overview

<table>
<thead>
<tr>
<th></th>
<th>One-Year Program</th>
<th>Two-Year Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Places Available</td>
<td>28 (does not include places for YLP students)</td>
<td></td>
</tr>
<tr>
<td>Program Term</td>
<td>From September 2020</td>
<td>To August 2021</td>
</tr>
<tr>
<td>Academic Degree Awarded</td>
<td>Master of Business Administration (MBA)</td>
<td></td>
</tr>
</tbody>
</table>

Applicant Qualifications

All applicants must meet ONE of the following qualifications:

(a) The applicant has graduated from a university or college stipulated in Article 83 of the School Education Law of Japan.
(b) The applicant has received a bachelor’s degree under Article 104 of the School Education Law of Japan.
(c) The applicant has completed at least 16 years of education with a bachelor’s degree or equivalent from an accredited university or college in a country other than Japan.
(d) The applicant resides in Japan and has completed at least 16 years of education by taking courses offered by an accredited university or college outside of Japan through correspondence.
(e) The applicant has completed at least 16 years of education at an accredited foreign university or college in Japan recognized by the Japanese Minister of Education, Culture, Sports, Science and Technology (MEXT).
(f) The applicant has received a bachelor’s degree or equivalent by completing a program of three years or more (*1) at a foreign university, college, or other school. (*2)
(g) The applicant has completed specialized courses after the date specified by MEXT at a vocational college offering programs of four years or more and recognized by MEXT.
(h) The applicant has been specially designated by MEXT.
(i) The applicant has enrolled in a graduate school through an early admission system under paragraph 2 of Article 102 of the School Education Law of Japan, and the Admissions Committee of the Hitotsubashi University Business School, School of International Corporate Strategy (Hitotsubashi ICS) judges the applicant to possess the academic competence to undertake graduate studies.
(j) The applicant has been judged by the Admissions Committee of Hitotsubashi ICS to have the academic competence equivalent to the above qualifications (a) through (d) by individual admissions screening, and the applicant is over 22 years old or will be 22 years old before October 1, 2020.
(k) The applicant has been judged by the Admissions Committee of Hitotsubashi ICS, pursuant to its rules and regulations, to have the academic competence equivalent to or higher than qualifications (a) through (d). (Note: This includes programs completed by “taking courses in Japan offered by a foreign school through correspondence” and “at schools which are accredited and designated in the preceding item.”)

Note: Applicants eligible under items (i), (j), or (k) above must write beforehand to the Hitotsubashi ICS Admissions Office explaining their academic qualifications (Deadline: September 25, 2019.)
Admissions Criteria

- Suitable academic record, including areas of strength and scholastic performance
- Appropriate background, maturity, interpersonal skills, leadership accomplishments and potential, as indicated by employment history, essays, and references
- Acceptable performance at an interview, either in person or by telephone, arranged through the Hitotsubashi ICS Admissions Office
- Minimum three years’ post-university graduation full-time work experience as of September 1, 2020 is mandatory for all applicants
- GMAT score or GRE score is mandatory for all applicants
- TOEFL or IELTS score is mandatory for all applicants who do NOT meet at least ONE of the following criteria:
  - Applicants whose native language is English
  - Applicants who graduated with a bachelor’s or higher degree from a program conducted entirely in English (Applicants who graduated with a bachelor’s or higher degree from a program conducted entirely in English in a country other than Australia, Canada, Ireland, New Zealand, U.K. or USA, need to notify the Hitotsubashi ICS Admissions Office by e-mail (ics-opencampus@ics.hub.hit-u.ac.jp) within ten days before the day of the application deadline.)

There is not a minimum score requirement on GMAT, GRE, TOEFL, and IELTS but applicants with a lower score will need to support their application with other evidence of sufficient aptitude, demonstrated for example in their essays or interview. Please refer to below for average scores in past classes.

(For Reference Only)
Class of 2018 GMAT/TOEFL/IELTS Average

<table>
<thead>
<tr>
<th></th>
<th>GMAT</th>
<th>TOEFL</th>
<th>IELTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>663</td>
<td>99</td>
<td>7.4</td>
</tr>
</tbody>
</table>

*Previous average score for GRE not available as GRE scores are being accepted from 2019 onwards.
**Required Application Documents**

All documents must be submitted via the Hitotsubashi ICS online application service. Please refer to "How to complete procedures via the Hitotsubashi ICS Online Application System": http://www.guide.52school.com/guidance/net-hit-u-mba/

<table>
<thead>
<tr>
<th>Documents</th>
<th>Details</th>
<th>Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant details</td>
<td><strong>Application Form (A)</strong></td>
<td>All applicants</td>
</tr>
<tr>
<td>Degree certificate</td>
<td>Must be issued by the registrar of the university or college.</td>
<td></td>
</tr>
<tr>
<td>Official transcript</td>
<td>Applicants with a master’s or doctorate must submit these as well.</td>
<td></td>
</tr>
<tr>
<td>Essay</td>
<td><strong>Answer Form (B)</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Official GMAT/GRE score report    | Applicants are to have GMAC/ETS send the official score report directly to Hitotsubashi ICS.  
- GMAT: University Code No.: F6R-Q5-29  
- GRE: University Code No.: 4454 | All applicants except native English speakers and those with a bachelor’s or higher degree from a program conducted entirely in English |
| Official TOEFL or IELTS score report | Applicants are to have ETS/IELTS test centre send the official score report directly to Hitotsubashi ICS.  
- TOEFL: University Code No.: 8682  
- IELTS: Department: Hitotsubashi ICS Admissions Office  
  University: Hitotsubashi University  
  Address: National Center of Sciences, 2-1-2 Hitotsubashi, Chiyoda-ku, Tokyo 101-8439, Japan |                                                   |
| Proof of application fee payment | Please refer to page 10 for details.                                   | All applicants                                     |
| Two letters of reference         | References should be from persons who have been directly responsible for assessing the applicant’s work and/or academic performance. Of the two references, at least one reference, preferably both, should be from supervisors within the applicant’s current company.  
**The Hitotsubashi ICS Admissions Office will send the form to the applicant’s recommenders directly after online registration has been completed.** |                                                   |
| Passport copy                    | Photocopy of the relevant page(s) of the applicant’s passport indicating the applicant’s name, photo, passport number, date of birth, etc. | Non-Japanese applicants                            |
| Haken Shodakusho                 | An official letter (no set format) from the applicant’s employer stating that the employer will sponsor the applicant. (For applicants from Japanese companies, Haken Shodakusho in Japanese is acceptable) | Only: Company-sponsored applicants                 |

All documents must be in English, except where otherwise indicated.  
Documents written in other languages must be accompanied by an English translation.
Admissions Schedule

There are two application rounds for the Entering Class of 2020. Please note the following:

- Applicants may apply for either the One-Year program (excluding YLP) or the Two-Year program. Once accepted to one program, it is not possible to switch to the other program.
- Applicants are encouraged to submit applications as early as possible.
- Scholarship decisions for candidates are made only after a candidate has been admitted. Since scholarships are limited in number, applying in the first round confers an advantage with respect to scholarships.

**Application period**

<table>
<thead>
<tr>
<th>Round 1</th>
<th>Round 2</th>
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<tbody>
<tr>
<td>From Thursday, August 1, 2019</td>
<td>Friday, December 6, 2019</td>
</tr>
<tr>
<td>To Friday, October 18, 2019</td>
<td>Thursday, January 16, 2020</td>
</tr>
</tbody>
</table>

Applications must be submitted via the Hitotsubashi ICS Online Application System. Application is officially received only when the applicant presses the “submit” button on the system by 23:59 JST of the deadlines shown above.

**First screening**

The first screening is based on uploaded application documents only.

**First screening decision**

<table>
<thead>
<tr>
<th>Round 1</th>
<th>Round 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, November 7, 2019</td>
<td>Thursday, February 6, 2020</td>
</tr>
</tbody>
</table>

Applicants will be notified by email of the interview decision (i.e., whether they have passed the first screening and are eligible for the interview stage) and, in the event of passing the first screening, the exact time of the interview on the below dates.

**Second screening (interview)**

<table>
<thead>
<tr>
<th>Round 1</th>
<th>Round 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday, November 22, 2019</td>
<td>Friday, February 21, 2020</td>
</tr>
</tbody>
</table>

The second screening is based on an interview held at the Chiyoda-ku Hitotsubashi ICS Campus for applicants residing in Japan and by telephone for those residing overseas on the above dates.

**Final decision**

<table>
<thead>
<tr>
<th>Round 1</th>
<th>Round 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, December 5, 2019</td>
<td>Thursday, March 5, 2020</td>
</tr>
</tbody>
</table>

Applicants will be notified of the admissions decision by email and by post on the above dates. Decisions will not be communicated by telephone or fax.
Periods for completion of enrollment

<table>
<thead>
<tr>
<th>Round 1</th>
<th>Round 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Friday, December 6, 2019</td>
<td>From Friday, March 6, 2020</td>
</tr>
<tr>
<td>To Thursday, December 19, 2019</td>
<td>To Thursday, March 19, 2020</td>
</tr>
</tbody>
</table>

Successful applicants must submit original documents in accordance with instructions from the Hitotsubashi ICS Admissions Office and remit the matriculation fee of **JPY282,000** (preliminary estimate) by bank transfer during the periods shown above.

Notes:

- Inquiries about admissions should be made by email (ics-opencampus@ics.hub.hit-u.ac.jp) or fax (03-4212-3006).
- The annual tuition fee is **JPY535,800**, payable in two installments of **JPY267,900** each in October 2020 and April 2021. The above tuition fee is a preliminary estimate. Should the actual amount become subject to revision at the time of admissions or during enrollment, the new revised amount shall be applied, and go into effect from the time of revision.
- Applicants with disabilities or special needs requiring accommodation in the application process and/or once they start their program at Hitotsubashi ICS should notify the Hitotsubashi ICS Admissions Office by Thursday, September 18, 2019 prior to submitting their MBA Program application documents. Although the Hitotsubashi ICS Admissions Office will accept requests for accommodation after this date, it may not be able to make necessary arrangements in time for the screening and/or the program starting date. Requesting accommodation for the application process does not constitute an obligation to apply to Hitotsubashi ICS. A person who is undecided about whether to apply for the Full-time MBA Program may still submit accommodation requests. Note: Depending on the types of accommodation requested, it may take some time for the Hitotsubashi ICS Admissions Office to respond.
- Please be aware that a health examination taken at the Chiyoda Campus or submission of a certificate (copy) of a health examination taken within one year from October 2019 is mandatory for all students newly enrolled at Hitotsubashi ICS in the autumn term of 2020.
- During the health checkup period right after your enrollment, documentation must be provided showing all the required immunizations of measles, mumps, rubella, and chickenpox (varicella) vaccines, or titers of the said diseases showing immunity. Please check your vaccination record.
- Please read through the linked information from the Hitotsubashi University Health Center on the medical requirements during your stay in Japan.
  http://www.hit-u.ac.jp/hoken/Hitotsubashi_University_Student_Medical_2.pdf
Application Fee

Please pay the application fee of JPY30,000 **during the application period.**

■ Payment by credit card

Please follow this link for instructions.


Once you have read the instructions, please use this link to pay:

https://secure02.blue.shared-server.net/www.authorize.ad.hit-u.ac.jp/kessai/cgi-bin/WebForm.cgi

■ Payment by bank transfer

Payment can also be made by bank transfer to the account below.

- **Bank name/branch:** Sumitomo-Mitsui Bank, Kunitachi Branch
- **Bank address:** 1-8-45 Naka, Kunitachi-shi, Tokyo 186-0004, Japan
- **Account name:** Hitotsubashi University
- **Savings A/C No.:** 7761795
- **School address:** 2-1 Naka, Kunitachi-shi, Tokyo 186-8601, Japan (Tel: 81-42-580-8078)

Notes:

- The application fee of JPY30,000 is **non-refundable.**
- **Applicants making a bank transfer from outside Japan will be required to pay a handling charge of JPY2,500 to the receiving Japanese bank.** Applicants should also enquire as to whether the remittance can be made directly to Sumitomo Mitsui Banking Corporation or through another bank. If the remittance is made through another bank, **an additional remittance charge may be deducted from the amount.** In that case, please **add that amount to JPY32,500.**
- Please note the following on the bank transfer slip:
  "The full amount of JPY30,000 must be received by the account holder."
- Please make sure to have the **application fee transferred under the applicant’s name,** not under someone else’s name.
- Applicants making payment by bank transfer should indicate whether they are applying for the first round or second round as follows:
  - For Round 1 applicants: Add "R1" in front of the applicant’s name.
  - For Round 2 applicants: Add "R2" in front of the applicant’s name.
  Applicants paying by credit card do not need to provide this information.
- **Japanese government-sponsored students (Kenkyusei) are not required to pay an application fee; please enclose the government scholarship certificate issued by the enrolled university.**
- **Bank checks are not an acceptable form of payment.**
## Application Form (A)

<table>
<thead>
<tr>
<th>Your name (Family)</th>
<th>(Given)</th>
<th>Gender</th>
<th>Date of birth (MM/DD/YYYY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Program

<table>
<thead>
<tr>
<th>Nationality/Region</th>
<th>Status of visa in Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Financial status

<table>
<thead>
<tr>
<th>GMAT</th>
<th>%</th>
<th>GRE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total score</td>
<td>Quantitative</td>
</tr>
</tbody>
</table>

### Employment data

<table>
<thead>
<tr>
<th>Employer / Company</th>
<th>From (MM/YYYY)</th>
<th>To (MM/YYYY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Location</td>
<td>Final job title</td>
</tr>
<tr>
<td></td>
<td>Responsibilities</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employer / Company</th>
<th>From (MM/YYYY)</th>
<th>To (MM/YYYY)</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Location</td>
<td>Final job title</td>
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<td></td>
<td>Responsibilities</td>
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</tbody>
</table>

<table>
<thead>
<tr>
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<th>From (MM/YYYY)</th>
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</tr>
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<tbody>
<tr>
<td></td>
<td>Location</td>
<td>Final job title</td>
</tr>
<tr>
<td></td>
<td>Responsibilities</td>
<td></td>
</tr>
</tbody>
</table>

Total number of months working full-time _______ months in total (as at September 1, 2020)

Home address

| In English | | In Japanese | | Telephone number |
|------------|-----------------|
|            |                 |

E-mail address: 

1/2 Form (A)
### Educational data

<table>
<thead>
<tr>
<th>Undergraduate field of study</th>
<th>Undergraduate degree earned</th>
<th>Honors or prizes (if any)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduate field of study</th>
<th>Graduate degree earned</th>
<th>Honors or prizes (if any)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

### Educational background (from elementary school)

<table>
<thead>
<tr>
<th>Level</th>
<th>Name of Institution</th>
<th>Location</th>
<th>Period (MM/YYYY)</th>
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</thead>
<tbody>
<tr>
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<td></td>
<td>From</td>
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<td>1</td>
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<tr>
<td>2</td>
<td></td>
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<td>9</td>
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<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Total number of years in education: __________ years in total

To provide additional information on educational background, please use the space below.

---

### Extracurricular collegiate / community activities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Dates (from-to)</th>
<th>Offices held, if any</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
Essay Questions

The following essay questions will provide the Admissions Committee with more information about you and your reasons for applying to the MBA program in the School of International Corporate Strategy at the Hitotsubashi University Business School (Hitotsubashi ICS MBA). These questions give you the opportunity to present yourself more fully to the committee and provide it with better insights into your candidacy.

Your essays must be typed in 12-point font. Limit your responses to the maximum number of words designated for each question. Use standard, double line spacing. Your name should appear at the top of each separate sheet of paper. The number of the essay question should precede each essay.

(1) You are who you are through your life experiences. Tell us about yourself, your upbringing, individuals who have had the greatest impact in your life, and events that have influenced who you are. What experience has become most important to you personally? We want to know you as a person. Looking ahead, what are your future professional goals and your business dreams? What excites you? How has this led to your application to the Hitotsubashi ICS MBA? We want to know about the career path you have in mind. (Maximum 1,000 words)

(2) Successful leaders are able to learn from failure. Describe your biggest non-academic setback, disappointment, or regret to date. What did you learn from that experience? (Maximum 300 words)

(3) The mission of the Hitotsubashi ICS MBA is to develop leaders capable of initiating, implementing, and managing innovation. Describe a specific situation in which you led innovation or change in an organization. Explain the impact this experience had on the organization, as well as on your own values/beliefs. (Maximum 300 words)

(4) (OPTIONAL) Is there any other information that you believe would be helpful to the Admissions Committee in considering your candidacy? (Maximum 300 words)

(5) (OPTIONAL) How did you become interested in the Hitotsubashi ICS MBA? Please identify specific information sources, including publications, the Internet, students, faculty, friends, etc.
**Reference Form**  

**Applicant's name (Family)**

<table>
<thead>
<tr>
<th>(Given)</th>
</tr>
</thead>
</table>

1/2 Form (C)

(1) Please state how long and in what capacity you have known the applicant.

(2) Please provide a short list of specific activities which demonstrate the applicant’s salient talents and strengths; e.g., leadership, creativity, etc.

(3) Please relay your observations concerning the applicant’s interpersonal skills.

(4) Please comment on specific ways the applicant could improve professionally.
(5) Please provide your appraisal of the applicant in relation to the qualities listed below:

<table>
<thead>
<tr>
<th>Quality</th>
<th>Below average (Bottom third)</th>
<th>Average (Middle third)</th>
<th>Good (Top third)</th>
<th>Excellent (Top 10%)</th>
<th>Inadequate opportunity to observe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual ability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation and drive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpersonal skills</td>
<td></td>
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</tr>
</tbody>
</table>

Any information you provide to us will be kept strictly confidential.

This form must be completed by the referee. Do not under any circumstances have the applicant or anyone other than yourself complete the recommendations.

The Admissions Committee is aware of the time and care necessary to complete this form. We gratefully acknowledge your help.

Please provide telephone number(s) at which the Admissions Committee is able to contact you regarding this reference.

<table>
<thead>
<tr>
<th>Telephone number</th>
<th>Referee's name</th>
<th>Date</th>
<th>Position/Title</th>
<th>Organization</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Contact Us

Address
Hitotsubashi ICS is housed within the Gakujutsu Sogo Center (National Center of Sciences).

Hitotsubashi University Business School
School of International Corporate Strategy
National Center of Sciences
2-1-2 Hitotsubashi Chiyoda-ku,
Tokyo 101-8439 JAPAN
Admissions Office: 5th Floor

Getting to Hitotsubashi ICS by Train
From Takebashi Station
Take the Tokyo Metro Tozai line to Takebashi Station. Approximately a four-minute walk from Exit B1.

From Jimbocho Station
Take the Tokyo Metro (Hanzomon line) or Toei subway (Shinjuku or Mita lines) to Jimbocho Station. Approximately a three-minute walk from Exit A8.

International Arrival
From Narita Airport
Take the Narita Express train to Tokyo Station (approx. 60 minutes), walk to Otemachi Station (approx. 5 minutes), then take the Tozai line to Takebashi Station. Alternatively, take the Mita line from Otemachi Station to Jimbocho Station.

From Haneda Airport
Take the Keihin Kyuko line to Mita Station (approx. 28 minutes), then change to the Toei Mita line and get off at Jimbocho Station.