

# **Application Package**

## **Full-time MBA Program**

**In the Department of International Corporate Strategy**



The Global Knowledge Hub in Tokyo

**Academic Year 2018-2019**

**Graduate School of Business Administration**

**Hitotsubashi University**



## Message from Dean Kazuo Ichijo

### **ICS: Developing “Captains of Industry” through “The Best of Two Worlds”**

Hitotsubashi ICS is the most globalized business school in Japan, and the excellence of the education it provides is recognized worldwide. The school’s full-time MBA has come to be widely appreciated as a premium, uniquely “bespoke” program. Drawing upon its established expertise in delivering a world-class MBA program, and in offering leading-edge executive education, in September 2017 ICS also launched a new EMBA program designed to develop global executives at more senior stages of their careers.

Developing global executives is part of the mission of ICS’s parent organization, Hitotsubashi University. The University originated as a SHOHO KOSHUJO - a school for the study of business and commerce - and was established as the first national educational institution to teach these disciplines. From its origins, then, developing ‘captains of industry’ has always been the mission of Hitotsubashi University.

Building on that mission, in 2000 Hitotsubashi ICS was established as the very first professional graduate school in Japan. The mission of Hitotsubashi ICS is to achieve “the Best of Two Worlds”, acting as a bridge between diametrically opposed but complementary concepts such as “East and West”, “Large and Small”, “Global and Local”, “Old and New”, “Practice and Theory”, “Cooperation and Competition”, and “Business and Society”, through education and research. ICS is a truly global business school: its academic year starts in September, unlike in Japanese universities, and all instruction and interaction at ICS are in English. Our students are international and diverse, with Japanese students constituting less than 20 percent of the student body. Faculty also are international in background and experience, and most hold an MBA or Ph.D. from a leading U.S. business school. ICS boasts a favorably low faculty-to-student ratio of 3 to 1, and its MBA and DBA programs have grown into globally competitive, yet highly personalized, programs over the past 17 years.

### **ICS: Making smart, innovative use of global networks**

Since 2011, ICS has been a member of the BEST alliance, a strategic group incorporating Peking University’s Guanghua School of Management (BEijing, China), the Graduate School of Business at Seoul National University (Seoul, South Korea), and Hitotsubashi ICS (Tokyo, Japan). The BEST Alliance makes highly valuable and popular programs available to our students, such as Doing Business in Asia (DBiA), a joint three-week intensive program with a one-week stay in each city; and a Double Degree program, in which students who

complete one year of study at ICS, and one at another partner school, are conferred two degrees, one from ICS and one from the partner school.

ICS also participates in the GNAM (Global Network for Advanced Management), a global consortium of 29 of the world's leading business schools. GNAM offers groundbreaking courses such as Global Network Week, a one-week intensive course open to GNAM member schools all over the world; and the Global Network Project, a three-module project-based joint program run by Hitotsubashi ICS and two other GNAM member schools, in which major companies challenge students to develop solutions to actual social problems through undertaking fieldwork in Japan and abroad at the partner school.

**ICS: The best business school for developing your global leadership.**

Hitotsubashi ICS offers a global MBA program taught entirely in English, and an emphasis on practical knowledge and skills for the business world. We keep each year's entering MBA class intentionally small - around 50 students, of some 15-20 nationalities from across Asia and the globe. We are proud to describe our learning environment as one in which students from diverse backgrounds form bond strong, enduring bonds.

For all of these reasons, I truly believe that Hitotsubashi ICS is the best business school for young professionals who wish to develop the depth and reach of their global leadership. I invite you to join us and discover “the Best of Two Worlds”.



Kazuo Ichijo  
Dean and Professor  
Graduate School of International Corporate Strategy  
Hitotsubashi University

**\*From April 1, 2018, the Graduate School of International Corporate Strategy will be integrated with the Graduate School of Commerce and Management to form the new *Graduate School of Business Administration*.**

## Introduction to the MBA Program

Applicants to the MBA Program in Department of International Corporate Strategy can select from two options, both of which offer an MBA degree.

The first option is the **Two-year Program**, open to all applicants except YLP applicants. The second option is the **One-year Program**, open to all applicants including YLP applicants (for whom the admission process is not covered in this document). Applicants must choose between the two options at the time of application. Once an applicant has been accepted to ICS, they cannot switch to the other program.

**The selection criteria for admission are identical for the Two-year and One-year Programs (excluding YLP applicants). In the first year, students in both programs follow the same course of study and same academic calendar, all together.** Sharing this common experience establishes a strong sense of cohort. The key differences between the two program options, however, are as follows:

**Two-year Program** students are enrolled at ICS from mid-September and graduate in August, approximately two years later. Their second-year curriculum can be “custom-built”.

Students 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 (“ICS Internship”),
- (4) A project approved and supervised by an ICS faculty member, or
- (5) Other activities approved by the Academic Performance Committee.

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

During the entire second year, non-company sponsored students may work with the Director of Career Services to search for post-MBA career opportunities.

**One-year Program** students (including YLP students) are enrolled at ICS from mid-September and graduate in August of the following year. Students enrolled in the One-year Program are not eligible for double-degree, exchange, or ICS internship programs.

**Note:** Applicants who apply for the Two-year Program may be able 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 2 of the second year.

## Student Support

### Financial Support for self-financed students

#### ■ For International Students

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) Non-Japanese nationals
- (2) Students with outstanding GMAT scores
- (3) Students who have not received other scholarships
- (4) Students who are self-financed and in need of financial aid

Scholarships will be determined by the Admissions Committee shortly after admissions decisions are announced.

#### 2017 admissions

Amount per year	Number of recipients	GMAT median
More than JPY2,000,000	8 students	710
Between JPY250,000 and JPY2,000,000	7 students	650

\*Some scholarships have prerequisites such as nationality/region, living experience in Japan and so on.

#### ■ For Students who have experience working in Japan

Our program has been designated a *Training and Education facility* by the Ministry of Health, Labor and Welfare (MHLW). If you meet certain conditions, you may be able to obtain the **Specialized Practice Training and Education Benefit**.

If you have more than two years' experiences working in Japan and will pay your tuition fees yourself, you may apply to obtain 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.

[http://www.mhlw.go.jp/stf/seisakunitsuite/bunya/koyou\\_roudou/shokugyouounouryoku/career\\_formation/kyouiku/index.html](http://www.mhlw.go.jp/stf/seisakunitsuite/bunya/koyou_roudou/shokugyouounouryoku/career_formation/kyouiku/index.html)

### Dormitory

#### ■ Hitotsubashi University Dormitories (Kunitachi and Kodaira)

Hitotsubashi University has three kinds of dormitory for international students in Kunitachi and Kodaira. It takes about one hour from ICS by train to the dormitories. Applications are accepted from July. Dormitory selection is by lottery.

**International Dormitories (Kunitachi and Kodaira):** <http://international.hit-u.ac.jp/en/curr/accom/index.html>

**Residence Hall Keimeikan (Kunitachi):** <http://www.hit-u.ac.jp/shien/campuslife/pdf/keimeikan.chirashi.pdf>

#### ■ Tokyo International Exchange Center (TIEC)

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

**TIEC:** [http://www.jasso.go.jp/tiec/index\\_e.html](http://www.jasso.go.jp/tiec/index_e.html)

**(For Reference Only)**

As of May 26, 2017

## Academic Calendar (2017-2018)

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.

Year	Dates		Details
	Start	End	
2017	<b>Sep 19 (Tue)</b>	<b>Sep 25 (Mon)</b>	<b>Foundation Week</b> (required, intensive course)
	Sep 19 (Tue)	Sep 20 (Wed)	Team Building Exercise at Takao (overnight program)
	Sep 21 (Thu)		<i>FREE DAY FOR ADDRESSING HOUSING, BANKING, ETC.</i>
	Sep 22 (Fri)	Sep 25 (Mon)	ICS Orientation Sessions (ICS mission and values; ICS Honor Code; academics, career development, emergency readiness, health check, and more)
	Sep 26 (Tue)		<i>Break</i>
	<b>Sep 27 (Wed)</b>	<b>Nov 10 (Fri)</b>	<b>Term 1 (1)</b>
	Nov 6 (Mon)	Nov 10 (Fri)	Term 1 (1) Final Examinations
	<b>Nov 13 (Mon)</b>	<b>Dec 22 (Fri)</b>	<b>Term 1 (2)</b>
	Dec 18 (Mon)	Dec 22 (Fri)	Term 1 (2) Final Examinations
	Dec 23 (Sat)	Jan 7 (Sun)	<i>Winter Break</i>
2018	<b>Jan 8 (Mon)</b>	<b>Feb 9 (Fri)</b>	<b>Term 2 (1)</b>
	Feb 5 (Mon)	Feb 9 (Fri)	Term 2 (1) Final Examinations
	<b>Feb 12 (Mon)</b>	<b>Feb 23 (Fri)</b>	<b>Term 2 (1) Intensive</b>
	Feb 12 (Mon)	Feb 23 (Fri)	Global Network Project – Immersion Module (required, intensive course, run with GNAM Partner Schools)
	<b>Feb 26 (Mon)</b>	<b>Mar 23 (Fri)</b>	<b>Term 2 (2) Spring Break Courses / Spring Break</b>
	Mar 12 (Mon)	Mar 16 (Fri)	Global Network Week (elective, intensive Course, run with GNAM Partner Schools)
	<b>Mar 24 (Sat)</b>	<b>Mar 27 (Tue)</b>	<b>Term 2 (2) Intensive</b>
	Mar 24 (Sat)	Mar 27 (Tue)	Knowledge Week (Wise Leadership Capstone)
	Mar 28 (Wed)	Apr 1 (Sun)	<i>Break</i>
	<b>Apr 2 (Mon)</b>	<b>Apr 20 (Fri)</b>	<b>Term 3 (1)</b>
	Apr 18 (Wed)	Apr 19 (Thu)	Term 3 (1) Final Examinations
	<b>Apr 23 (Mon)</b>	<b>Apr 27 (Fri)</b>	<b>Term 3 (1) Intensive</b>
	Apr 23 (Mon)	Apr 27 (Fri)	Business, Government, and International Economy (required, intensive course)
	Apr 28 (Sat)	May 6 (Sat)	<i>Break</i>
	<b>May 7 (Mon)</b>	<b>May 24 (Thu)</b>	<b>Term 3 (2)</b>
	May 23 (Wed)	May 24 (Thu)	Term 3 (2) Final Examinations
	<b>May 25 (Fri)</b>	<b>Jun 1 (Fri)</b>	<b>Term 3 (2) Intensive</b>
	May 25 (Fri)	Jun 1 (Fri)	Strategy Simulation Week (required, intensive course)
	Jun 3 (Sun)	Jun 10 (Sun)	<i>Break</i>
	<b>Jun 11 (Mon)</b>	<b>Jul 27 (Fri)</b>	<b>Term 4 (1)</b>
	Jul 20 (Fri)		Knowledge Report Due
	Jul 23 (Mon)	Jul 27 (Fri)	Term 4 Final Examinations
	<b>Jul 31 (Mon)</b>	<b>Aug 25 (Fri)</b>	<b>Term 4 (2) Summer Break Courses / Summer Break</b>
Aug 8 (Wed)	Aug 23 (Thu)	Doing Business in Asia (elective, intensive course, run with BEST Alliance Partner Schools)	
<b>Aug 25 (Sat)</b>		<b>Commencement</b> (Tentative)	

(For Reference Only)

Courses and Credits: Academic Year 2017-2018

As of May 26, 2017

Term	Required Courses	*Credits	Elective Courses	Credits	Optional Courses <sup>5)</sup>	Credits	
<b>0</b>	<b>Term 0</b> 09/19 - 09/25	Foundation Week <sup>7)</sup>		T4			
<b>1</b>	<b>Term 1 (1)</b> 09/27 - 11/10	Knowledge Management		2	Intensive Writing <sup>8)</sup>	T1(2)	
		Accounting 1		2	Japanese Language 1 Basic I <sup>2)(4)</sup>	T1(2)	
		Organizational Behavior 1		2	Japanese Language 1 Intermediate I <sup>2)(4)</sup>		
		Japanese Business & Economy		2			
		Quantitative Business Analytics		2			
		Presentation Skills		1			
		Global Network Project <sup>2)</sup>		T2			
		Organizational Behavior 2 <sup>2)</sup>		T3	Global Network Course (SNOC) <sup>2)</sup>	T4	
		<b>(Sub total)</b>		<b>11</b>	<b>0</b>	<b>0</b>	
		<b>Term 1 (2)</b> 11/13 - 12/22	Marketing		2	Intensive Writing <sup>8)</sup>	2
	Operations Management		2	Japanese Language 1 Basic I <sup>2)(4)</sup>	2 <sup>9)</sup>		
	Corporate Finance 1		2	Japanese Language 1 Intermediate I <sup>2)(4)</sup>			
	Accounting 2		2	Japanese Culture <sup>2)</sup>	T2		
	Global Network Project <sup>2)</sup>		T2				
	Organizational Behavior 2 <sup>2)</sup>		T3				
	Wise Leadership Capstone <sup>2)(3)</sup>		T4				
	Seminar I/II <sup>2)</sup>		T4	Global Network Course (SNOC) <sup>2)</sup>	T4		
	<b>(Sub total)</b>		<b>8</b>	<b>0</b>	<b>2</b>		
	<b>(Sub total)</b>		<b>19</b>	<b>0</b>	<b>2</b>		
<b>2</b>	<b>Term 2 (1)</b> 01/08 - 02/09	Corporate Finance 2	Service Management	2	Japanese Culture <sup>2)</sup>	2	
		Strategy		2	Japanese Language 2 Basic II	1 <sup>9)</sup>	
		Business Ethics		2	Japanese Language 2 Intermediate II		
		Economics for Managers		2			
		Global Network Project <sup>2)</sup>		T2			
		Organizational Behavior 2 <sup>2)</sup>		T3			
		Wise Leadership Capstone <sup>2)(3)</sup>		T4			
		Seminar I/II <sup>2)</sup>		T4	Global Network Course (SNOC) <sup>2)</sup>	T4	
		<b>(Sub total)</b>		<b>8</b>	<b>2</b>	<b>2</b>	
		<b>Term 2 (1) In</b> <sup>8)</sup> 02/12 - 02/23	Global Network Project <sup>2)</sup>		2		0
	<b>(Sub total)</b>			<b>2</b>	<b>0</b>	<b>0</b>	
	<b>Term 2 (2)</b> Spring Break 02/26 - 03/02 03/05 - 03/10 03/12 - 03/16		Design Thinking (03/05 - 03/10) Negotiation (03/05 - 03/10) Global Network Week (03/12 - 03/16)		Japanese Language Advanced (02/26 - 03/02)	1	
				2 <sup>9)</sup>			
				1			
				T4			
				T4			
	<b>(Sub total)</b>		<b>0</b>	<b>1</b>		<b>1</b>	
	<b>Term 2 (2) In</b> 03/24 - 03/27	Wise Leadership Capstone <sup>2)(3)</sup> - Knowledge Week		T4			
	<b>(Sub total)</b>		<b>0</b>	<b>0</b>		<b>0</b>	
	<b>(Sub total)</b>		<b>10</b>	<b>3</b>		<b>3</b>	
<b>3</b>	<b>Term 3 (1)</b> 04/02 - 04/20	Digital Disruption	Human Resource Management	2	Japanese Language 3 Basic III	1 <sup>9)</sup>	
		Seminar I/II <sup>2)</sup>	Management of Energy Business	2	Japanese Language 3 Intermediate III		
			Independent Research <sup>2)</sup>	T4			
			Global Network Course (SNOC) <sup>2)</sup>	T4			
		<b>(Sub total)</b>		<b>2</b>	<b>4</b>	<b>0</b>	
		<b>Term 3 (1) In</b> 04/23 - 04/27	Business, Government & International Economy		2		
		<b>(Sub total)</b>		<b>2</b>	<b>0</b>	<b>0</b>	
		<b>Term 3 (2)</b> 05/07 - 05/24	Seminar I/II <sup>2)</sup>	Customer Behavior	2		
				Competitiveness & Clusters	2		
				Brand Strategy & Design	2		
			Global Business	2			
			Independent Research <sup>2)</sup>	T4			
			Global Network Course (SNOC) <sup>2)</sup>	T4			
	<b>(Sub total)</b>		<b>0</b>	<b>8</b>	<b>0</b>		
	<b>Term 3 (2) In</b> 05/25 - 06/01 06/02	Strategy Simulation Week Organizational Behavior 2 (06/02)		2			
	<b>(Sub total)</b>		<b>4</b>	<b>0</b>	<b>0</b>		
	<b>(Sub total)</b>		<b>8</b>	<b>12</b>	<b>0</b>		
<b>4</b>	<b>Term 4 (1)</b> 06/11 - 07/27	Wise Leadership Capstone <sup>2)(3)</sup>	Marketing Research & Analytics	2	Japanese Language 4 Basic IV	2 <sup>9)</sup>	
		Seminar I/II <sup>2)(7)</sup>	Control	2	Japanese Language 4 Intermediate IV		
			Applied Corporate Finance	2			
			Entrepreneurial Management	2			
			Equity Investments	2 <sup>9)</sup>			
			Corporate Entrepreneurship	2			
			Corporate Governance	2			
			Capital Markets	2			
			Knowledge Generation	2 <sup>9)</sup>			
			Applied Operations Management	2			
		Independent Research <sup>2)</sup>	2				
		Global Network Course (SNOC) <sup>2)</sup>	1				
	<b>(Sub total)</b>		<b>4</b>	<b>15</b>	<b>0</b>		
	<b>Term 4 (2)</b> Summer Break 08/08 - 08/23		Doing Business in Asia <sup>4)</sup>	2			
	<b>(Sub total)</b>		<b>0</b>	<b>2</b>	<b>0</b>		
	<b>(Sub total)</b>		<b>4</b>	<b>17</b>	<b>0</b>		
	<b>Total</b>		<b>41</b>	<b>32</b>	<b>5</b>		

\* Column Indicates how many and when credits are earned. For courses offered across multiple terms (shown in lighter text), credits are counted at the completion of the course.

1) Grade:

- LGFC = Letter Grade with Forced Curve
- LG no FC = Letter Grade without Forced Curve
- P/NP = Pass/Non-Pass

2) Course to be offered across multiple terms; Credits to be earned when the student has completed the course.

3) Required for selected students only. Credits earned do not count towards the graduation requirement.

4) Japanese Language Course level (either basic, intermediate, or advanced) will be determined according to result of placement test.

5) For these courses, credits earned do not count towards the graduation requirement.

6) 2 credits may be earned by 2 year program students in their first year of study. For all other cases, students take the course for no credit.

7) Satisfactory completion of Foundation Week is required as part of Seminar I credits (2 credits).

8) In = Short term intensive

9) The two courses appearing at the immediate left are offered simultaneously, therefore students may take and receive credits for only one of these courses, not both.

## Application and Admissions Procedures

### Admissions Overview

		Two-Year Program	One-Year Program
Number of Positions		28 students (excluding YLP students)	
Program Term	From	October, 2018 (prior training starts in mid-September, 2018)	
	To	August, 2020	August, 2019
Academic Degree Awarded		Master of Business Administration (MBA)	

### Qualifications of Applicants

All applicants must meet one of the following qualifications:

- (a) The applicant has graduated from a university or colleges that are 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 accredited universities or colleges in countries other than Japan.
- (d) The applicant resides in Japan and has completed at least 16 years of education by taking courses offered by accredited universities or colleges outside of Japan through correspondence.
- (e) The applicant has completed at least 16 years of education at accredited foreign universities or colleges in Japan and been 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 vocational colleges offering programs of four years or more and has been 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 the second paragraph of Article 102 of the School Education Law of Japan, and the Admissions Committee of the Hitotsubashi University Graduate School of International Corporate Strategy (ICS) judges the applicant to possess the academic competence to undertake graduate studies.
- (j) The applicant has been judged by the Admissions Committee of ICS to have the academic competence equivalent to those who meet the above qualifications (a) through (d) by individual admissions screening, and the applicant's age is over 22 years old or the applicant will become 22 years old before October 1, 2018.
- (k) The applicant has been judged by the Admissions Committee of ICS, pursuant to its rules and regulations, to have the academic competence equivalent to or above qualifications (a) through (d).

(\*1) This includes programs that have been completed "by taking in Japan courses offered by a foreign school through correspondence" and "at schools which are accredited and designated in the preceding item".

(\*2) This is limited to schools which are evaluated on the entirety of their education, research and other programs by a foreign government or accredited organizations or equivalent recognized by MEXT.

**Note: Applicants who are eligible under items (i), (j), or (k) above must write beforehand to the ICS Admissions Office explaining their academic qualifications by November 30, 2017.**



### Admissions Criteria

<ul style="list-style-type: none"> <li>• Suitable prior academic record, including areas of strength and trends in scholastic performance.</li> <li>• Appropriate background, maturity, interpersonal skills, leadership accomplishments and potential, as indicated by employment history, essays, and references.</li> <li>• Acceptable performance at an interview, either in person or by telephone, arranged through the ICS Admissions Office.</li> </ul>	
Work Experience (as of September 1, 2018)	Minimum three years' post-university graduation full-time work experience. <b>※Mandatory for all applicants</b>
General aptitude for business study, as shown by GMAT score	Expected score of 600 or above. This is not a minimum requirement, but applicants with a lower score will need to support their application with other evidence of sufficient aptitude, demonstrated for example in their essay or interview. <b>※Submissions of GMAT score is Mandatory for all applicants</b>
Command of English, as shown by TOEFL or IELTS score	Expected scores; TOEFL iBT 100 or IELTS academic 7.0. <b>※The following applicants are not required to meet this criterion:</b> <ul style="list-style-type: none"> <li>• Applicants whose native language is English</li> <li>• Applicants who graduated with a Bachelor's or higher degree from a program that was conducted entirely in English</li> </ul>

### Required Application Documents

All documents must be submitted via the ICS online application service. Please refer to “How to complete procedures via the ICS Online Application System” at the URL below:

<http://exam.52school.com/guide/hit-u-en/>

Documents	Details	Applicants
Applicant details	<b>Application Form (A)</b>	All applicants
Degree certificate	Must be issued by the registrar of the university or college.	
Official transcript	Applicants with a Masters or Doctorate must submit these as well.	
Essay	<b>Answer Form (B)</b>	
Official GMAT score report	Applicants are to have GMAC send ICS the official score report directly. [University Code No.: <b>F6R-Q5-29</b> ]	
Official TOEFL or IELTS score report	Applicants are to have officials send ICS the official score report directly. TOEFL: University Code No.: <b>8682</b> IELTS: Department: ICS Admissions Office University: Hitotsubashi University Address: National Center of Sciences, 2-1-2 Hitotsubashi, Chiyoda-ku, Tokyo 101-8439, Japan	All except native English speakers and those with Bachelor's or higher degree from a program conducted entirely in English
Official Health Certificate	Must be issued by a hospital or a medical doctor within three months prior to the application date. <b>Form (C)</b>	All applicants

Proof of Application Fee payment	Please refer to page 11 for details.	All applicants
Two letters of reference	References should come from persons who have been directly responsible for assessing the applicant's work and/or academic performance. At least one, and preferably both, references should come from supervisors within the applicant's current company.  <b>The ICS Admissions Office will send the form to the applicant's recommenders directly after online registration finishes.</b>	
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
<i>Haken</i> <i>Shodakusho</i>	An official letter from the applicant's employer stating that the employer will sponsor the applicant. (For applicants from Japanese companies, <i>Haken Shodakusho</i> in Japanese is acceptable)	Company-sponsored applicants

**All the documents must be in English, except where otherwise indicated. If documents are written in other languages, please attach an English translation.**

### Admission Schedule

There are two application rounds for the Entering Class of 2018. It is important to note the following:

- Applicants may apply for either the Two-Year or the One-Year (excluding YLP) Program. Once accepted to one program, it is not possible to switch to another program.
- Applicants are encouraged to submit applications as early as possible in each round.
- The Admissions Committee strongly encourages applicants to apply in the first round, as space in the class may be limited in the second round.
- Scholarship decisions for international candidates are made only after a candidate has been admitted. Since scholarships are limited in number, first-round candidates will have an advantage in this regard. Applying in the first round will confer an advantage with respect to scholarships, particularly for international students.

### ■ Application period

	Round 1	Round 2
From	Monday, November 27, 2017	Monday, January 29, 2018
To	Thursday, January 4, 2018	Thursday, March 1, 2018

Applications must be submitted via the ICS Online Application System by the deadline shown above.

### ■ First screening

The first screening is based on written application documents only.

### ■ First screening decision

Round 1	Round 2
Tuesday, January 23, 2018	Tuesday, March 20, 2018

**Applicants will be notified by e-mail 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 above dates.

### ■ Second screening (interview)

Round 1	Round 2
Friday, February 2, 2018	Friday, March 30, 2018

The second screening is based on an interview. Interviews are held at the Chiyoda-ku Hitotsubashi campus for applicants residing in Japan and by phone for those residing overseas on the above dates.

### ■ Final decision

Round 1	Round 2
Thursday, February 15, 2018	Thursday, April 19, 2018

Applicants will be notified of the admission decision by e-mail and by post on the above dates. Decisions will not be communicated by phone or fax.

### ■ Periods for completion of entrance routines

	Round 1	Round 2
From	Thursday, March 8, 2018	Thursday, April 26, 2018
To	Friday, March 23, 2018	Friday, May 11, 2018

A matriculation fee of **JPY282,000** (preliminary estimate) is payable at the time of enrollment. Please remit this fee by bank transfer during the periods shown above. In addition, successful applicants need to submit some original documents in accordance with instructions from the ICS Admissions Office.

### Notes:

- Inquiries about admissions should only be made via e-mail ([ics-info@ics.hit-u.ac.jp](mailto:ics-info@ics.hit-u.ac.jp)) or fax (03-4212-3006).
- The annual tuition fee is **JPY535,800** (preliminary estimate). Payments of half-year tuition fees in the amount of **JPY267,900** (preliminary estimate) are due in October 2018 and April 2019.

## Payment Procedure for Application Fee of JPY30,000

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

### Payment by credit card

**ICS strongly recommends paying the application fee by credit card.** Please follow this link for instructions.

<http://www.ics.hit-u.ac.jp/sites/default/files/uploads/application-fee-payment-procedure-by-credit-card.pdf>

### Payment by bank transfer

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

Bank Name/Branch: Sumitomo-Mitsui Bank, Kunitachi Branch  
Bank's address: 1-8-45 Naka, Kunitachi-shi, Tokyo 186-0004, Japan  
A/C Name: Hitotsubashi University  
Savings A/C No.: 7761795  
School's 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 need to pay a handling charge of JPY2,500 to the receiving Japanese bank.** Applicants should also enquire as to whether the remittance will be made directly to Sumitomo Mitsui Banking Corporation or through other banks. If the remittance is made through other banks, **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:  
**"Full amount of JPY30,000 must be received by the account holder."**
- Bank checks are not an acceptable form of payment.
- Please make sure to have the application fee transferred under the name of the applicant, not under someone else's name.
- Applicants making a payment via 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 applicant's name.  
For Round 2 applicants: Add **"R2"** in front of 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; therefore, please enclose the certificate of the government scholarship issued by the enrolled university.

# Application Form (A)

Your Name (Family)	(Given)	(Middle)	Gender
			Date of Birth(MM/DD/YYYY)

Program

Financial Status  Name of sponsoring company

Nationality/Region  Status of Visa in Japan

Native Language  Other Languages

GMAT  % English test score

Total score                      Quantitative                      Test                      Score

Home address	In English		Telephone number
	In Japanese		
E-mail address			

Employment Data

1

Employer / Company                      From (YYYY/MM)                      To (YYYY/MM)

Location                      Final job title                      Type of industry

Responsibilities

2

Employer / Company                      From (YYYY/MM)                      To (YYYY/MM)

Location                      Final job title                      Type of industry

Responsibilities

3

Employer / Company                      From (YYYY/MM)                      To (YYYY/MM)

Location                      Final job title                      Type of industry

Responsibilities

Total number of months working full-time  months in total (as at September 1, 2018)

Education data
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Undergraduate field of study	
Undergraduate degree earned	
Honors or prizes (if any)	
Graduate field of study	
Graduate degree earned	
Honors or prizes (if any)	

Educational background (from elementary school)

	Level	Name of Institution	Location	Period (YYYY/MM)	
				From	To
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

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

Activities	Dates (from-to)	Offices held, if any

## Essay Questions

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(B)

The following essay questions will provide the Admissions Committee with more information about you and your reasons for applying to the International Corporate Strategy Program at Hitotsubashi University. 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 International Corporate Strategy Program? 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 International Corporate Strategy Program 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 International Corporate Strategy Program at Hitotsubashi University? Please identify specific information sources, including publications, the Internet, students, faculty, friends, etc.

# Certificate of Health

(C)

判定	※ 検査不要・要再検・要精密	受験番号	※
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※Above will be filled in by Hitotsubashi ICS administration

志願者記入欄 Applicant's Self-Description						
志望コース Intended Program	Full-time MBA Program					
フリガナ						
氏名 (Name)	姓 (Family)	名 (Given)	Middle			
生年月日 (Date of Birth)	年 (YYYY)	月 (MM)	日 (DD)	性別 (Sex)	<input type="checkbox"/> 男 (Male) <input type="checkbox"/> 女 (Female)	
現住所 (Current Address)	〒 (postal code if in Japan: 000-0000)					
診断事項 Examination Report						
健康の状態 Current State of Health						
視力 (Eyesight)	裸眼 (Without Glasses)	左 (Left)	右 (Right)	聴力 (Hearing)	左 (Left)	右 (Right)
	補正 (With Glasses)					
結核 (Tuberculosis)	<input type="checkbox"/> 有 (Yes) 治療歴 <input type="checkbox"/> 有 (Yes) <input type="checkbox"/> 現在治療中 <input type="checkbox"/> 無 (No) History of Treatment <input type="checkbox"/> 無 (No) (Under Treatment)					
	有の場合具体的に (If yes, please describe in details)					
	胸部X線撮影日 (Date of Chest X-ray) 年 (YYYY) 月 (MM) 日 (DD)					
学業上配慮すべき障害の程度 Handicaps with Respect to Study						
心身の疾病又は障害に関する所見 <input type="checkbox"/> 有 (Yes) (Current physical or mental illness) <input type="checkbox"/> 無 (No)						
有の場合具体的に (If yes, please provide details)						
主な既往症 (History of serious illness)	<input type="checkbox"/> 有 (Yes) <input type="checkbox"/> 無 (No)					
	有の場合具体的に (If yes, please provide details)					
総合所見：この志願者の健康状態は、一橋大学における学業に差し支えありません。 <input type="checkbox"/> はい (Yes) In my opinion, the applicant's health is sufficient to enable them to undertake study at Hitotsubashi University. <input type="checkbox"/> いいえ (No)						
診断日 (Date of Examination) 年 (YYYY) 月 (MM) 日 (DD)						
医療機関名 Hospital/Clinic						
住所/所在地 Address						
医師名 Name and Title of Physician						
署名/捺印 Physician's Signature/Seal						



## Reference Form

(D)

Applicant's Name (Family)	(Given)	(Middle)

(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:

	Below average (Bottom third)	Average (Middle third)	Good (Top third)	Excellent (Top 10%)	Inadequate opportunity to observe
Intellectual ability					
Motivation and drive					
Communication skills					
Interpersonal skills					

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.

Telephone Number

Referee's Name

Date

Position or Title

Organization

Address

## Address

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

Graduate School of Business Administration,  
Hitotsubashi University  
National Center of Sciences  
2-1-2 Hitotsubashi Chiyoda-ku,  
Tokyo 101-8439, JAPAN

\*Until March 31, 2018, our official school name is “Graduate School of International Corporate Strategy, Hitotsubashi University”.

## Getting here by train

From Takebashi Station

Take the Tokyo Metro Tozai line to Takebashi Station. Approximately four minutes’ walk from Exit B1.

From Jimbocho Station

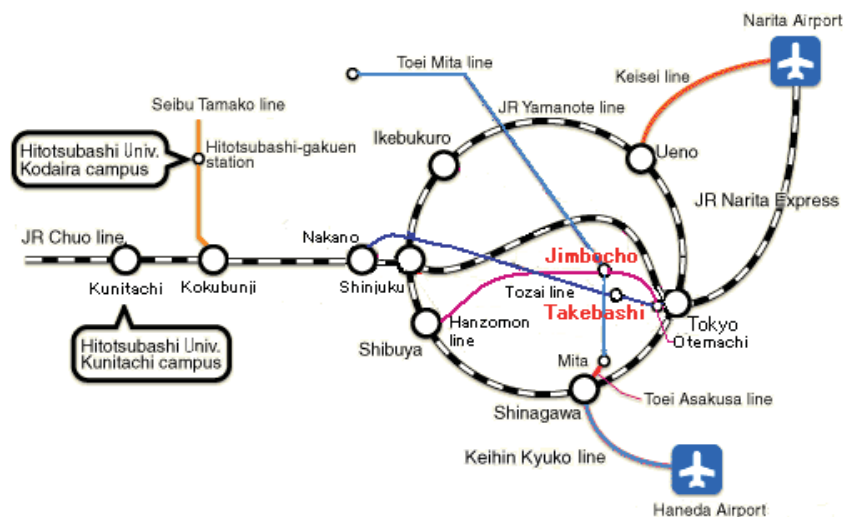
Take the Tokyo Metro (Hanzomon line) or Toei subway (Shinjuku or Mita lines) to Jimbocho Station. Approximately three minutes’ walk from Exit A8.



## International Arrival

From Narita Airport

Take the Narita Express train to Tokyo Station (approximately 60 minutes), walk to Otemachi Station (approximately 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 (approximately 28 minutes), change to the Toei Mita line and get off at Jimbocho Station.