

Purpose of the writing examinations/interview and the sample questions

(1) Written Examinations

1. Quantitative Questions

The purpose of the Quantitative Questions is to assess whether the applicants have the minimum required analytical skills to understand the mathematical content of MBA courses, particularly in courses such as Finance, Economics, Accounting, and Data Analytics.

The questions can be broadly categorized into the following three types:

- 1-1. Questions to assess whether applicants can handle concepts such as interest rates, compound calculations, ratios, and probabilities.

(Sample Question)

Males comprise 48% of the class and females 52%. If 40% of male students are 25 or older and 20% of female students are 25 years old or older, what is the probability that a randomly selected student will be less than 25 years old?

- (a) 0.90
- (b) 0.70
- (c) 0.45
- (d) 0.30
- (e) 0.25

(Answer) b

- 1-2. Questions to verify the ability to understand concepts such as fixed costs and variable costs and to perform cost calculations.

(Sample Question)

A lawyer charges his client ¥20,000 per hour for the first hour of consultation and ¥15,000 per hour for each subsequent hour of consultation. If this lawyer charges his client ¥155,000 in total, what is the average charge per hour?

- (a) ¥15,500
- (b) ¥16,000
- (c) ¥16,400
- (d) ¥17,200
- (e) ¥18,500

(Answer) a

1-3. Questions to test whether applicants understand the fundamental forms of functions.

(Sample Question)

What is the slope of line l that passes through the origin in a rectangular coordinate system?

- I. The line does not intersect with the line $y = x + 2$.
- II. The line passes through the point $(3,3)$.
- (a) Statement I alone is sufficient, but statement II alone is not sufficient to answer the question.
- (b) Statement II alone is sufficient, but statement I alone is not sufficient to answer the question.
- (c) Both statements together are sufficient to answer the question, but neither statement alone is sufficient.
- (d) Each statement alone is sufficient.
- (e) Statements I and II together are not sufficient.

(Answer) d

2. Verbal Questions

The purpose of the Verbal Questions is to assess whether applicants can read and comprehend the cases provided as pre-assignments and derive answers to the pre-assigned discussion questions within a standard time frame.

(Sample Question)

After reading each passage, answer the questions that follow. In answering, circle the letter preceding the correct answer.

In the late 20th century, the number of people employed in the services sector surpassed those in manufacturing in many developed economies, including Japan. This shift prompts the question: what exactly constitutes a “service”? Some economists define a service as something produced and consumed simultaneously, such as attending a live concert. A broader interpretation describes services as intangible offerings that provide value without resulting in physical products, like financial consulting or digital marketing. However, this classical view is limited, as some services—such as cloud storage or software subscriptions—can indeed be saved and reused, contradicting the notion of intangibility.

The government’s definition is more pragmatic, categorizing services as all activities outside agriculture and industry. This includes a wide range of occupations, from teaching to taxi driving. However, this practical approach also has its shortcomings. It classifies employees based on the primary product of their company rather than the actual tasks they perform. For example, IT support staff or sales representatives working at a manufacturing firm are counted under the industrial category, not services. This oversimplification fails to capture the complexities of modern job roles and work environments. Therefore, while useful for

policy and statistical analysis, this definition does not fully reflect the evolving structure of contemporary economies.

According to the passage, one limitation of the classical definition of services is that it:

- (a) Fails to distinguish between physical and digital products.
- (b) Cannot account for services that can be stored and reused.
- (c) Excludes occupations such as teaching and taxi driving.
- (d) Assumes that all services are intangible and non-transferable.
- (e) Relies on traditional economic models that are no longer applicable.

(Answer) b

Which of the following is mentioned as a shortcoming of the government's definition of services?

- (a) It groups all digital services under manufacturing.
- (b) It does not recognize the tasks employees actually perform.
- (c) It excludes financial consulting and digital marketing.
- (d) It considers all educational roles as part of agriculture.
- (e) It is based on outdated economic classifications.

(Answer) b

(2) Interview

The ICS MBA program aims to admit candidates who are the best fit for our educational offerings. ICS is also committed to supporting our graduates in their future career development. Therefore, we seek to admit candidates who will benefit the most from the ICS MBA program in advancing their careers.

Two Example Interview Questions:

- Why do you want to pursue your MBA at ICS?
- What is your career plan after ICS?