

Application Package

EMBA Program



The Global Knowledge Hub in Tokyo

Academic Year 2020-2021

Hitotsubashi University Business School

School of International Corporate Strategy



Introduction to the EMBA Program

■ MISSION, VISION, VALUES

The mission of Hitotsubashi ICS and the Executive MBA (“EMBA”) program can be best expressed in the phrase “The Best of Two Worlds.” This mission arises from the conviction that an overly parochial approach or mindset is ineffective in the modern business environment. Instead, organizations and their leaders should endeavor to seek out the “best” of competing paradigms or approaches to solve problems and capture new opportunities. Our vision is to foster a generation of leaders operating globally, with a particular commitment to working in or with Japanese organizations unconstrained by a particular, conventional approach and actively engaged in creating shared value for both society and corporate stakeholders.

■ LEARNING GOALS

Participants in the EMBA program develop the competencies required to lead organizations in a rapidly globalizing and increasingly challenging business environment. These competencies include (1) a global and strategic vision, (2) leading the implementation and execution process, and transforming the corporate culture and processes, (3) effective communication in diverse settings, (4) disciplined decision-making that considers the “Creating Shared Value” concept, and (5) knowledge creation for the future.

■ PROGRAM STRUCTURE

The EMBA is a 12-month program based on the three structural elements of cohort, module, and stage.

Cohort

Participants progress through the program in a cohort of around 15 members, an approach that fosters unity, encourages collaboration and peer-based learning, and develops leadership in diverse settings. Selected on the basis of their potential to become leaders at an executive level within their respective organizations, participants start as a cohort in September of each year and graduate as a cohort in August of the following year. Accordingly, the cohort will not only become an effective unit for learning and growth, but also serve as the foundation of a network for future knowledge-sharing and collaboration.

Module

The program is offered through a combination of (1) 1-2 week and 1-3 day “residence classes” at the Hitotsubashi ICS Campus in Tokyo, (2) three one-week “Global Immersions” at locations outside of Japan, and (3) “virtual classes” utilizing a video call system (Zoom). The residence classes require participants to travel to Tokyo, while the “Global Immersions” require participants to journey to locations outside of Japan. The “virtual classes” permit participation from around the world and are designed to reduce the travel burden on participants residing outside of Tokyo. Given the requirement for participants to take periodic leaves from work to participate in the “residence classes” and “Global Immersions” and to attend classes on weekends, support from employers and family members is critical.

Stage

Participants must complete all Core Courses, satisfy other specific requirements, and pass qualifying exams at the end of the four-month Foundation Stage, before advancing to the eight-month Mastery Stage. The Foundation Stage is designed to ensure that participants have a comprehensive and integrated understanding of the key management theories and frameworks. Participants are also

introduced to such disruptive forces as technology that are altering the business landscape, and given guidance on how to navigate those forces to formulate and implement business strategies. During the Mastery Stage, participants receive further training on integrating their understanding of the key elements of business in order to apply those insights to the opportunities and challenges facing their organizations. In addition, participants are immersed in new environments where they are able to engage in experiences that encourage them to identify and develop innovative approaches to those same opportunities and challenges.

■ **CAPSTONE PROJECT**

Each participant is required to complete an individual “Capstone Project” during the program. The theme of the Capstone Project is determined by the participant according to their specific area of interest and subject to written guidelines and the approval of supervising faculty. Possible themes range from a business plan for a market entry to a restructuring plan for a business unit. The Capstone Project is designed to help participants apply the theories and frameworks learned during the Foundation Stage and to integrate the various elements of the EMBA curriculum. The project also serves as the foundation for an actionable plan for the participants’ current employers or for future entrepreneurial aspirations.

Courses and Schedule 2019-2020

(For reference only. The courses and schedule for AY2020-2021 may change.)

Stage	Courses	Credits
Foundation Stage 2019/9/1 - 2019/12/15	Creating Knowledge for the Future	1
	Financing for Growth and Sustainability	2
	Getting Things Done	1
	Inspiring People and Organizations	1
	Leading Across Diversity and Culture	1
	Leading Innovation	1
	Measuring and Delivering Performances	1
	Making Decisions for Shared Value	1
	Pursuing Differentiation	1
	Realizing Customer Value	1
	Becoming an Effective Leader in a Time of Change	1
Mastery Stage 2020/1/6 - 2020/7/26	Mastery Launch Pad	2
	Mastery Immersion I	3
	Mastery Immersion II	3
	Mastery Immersion III	3
	Mastery Forum	4
Foundation Stage / Mastery Stage	Management Essentials	3

Schedule for 2020-2021 (Tentative)

Foundation Stage 2020/9/6 - 2021/12/13

Mastery Stage 2021/1/4 – 2021/7/25

Application and Admissions Procedures

Admissions Overview

- Number of places available: 15
- Program term: From September 2020 to August 2021
- Academic degree awarded: Master of Business Administration (MBA)

Applicant Qualifications

All applicants must meet ONE of the following qualifications:

- The applicant has graduated from a university or college stipulated in Article 83 of the School Education Law of Japan.
- The applicant has received a bachelor's degree under Article 104 of the School Education Law of Japan.
- 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.
- 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.
- 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).
- 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)
- 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.
- The applicant has been specially designated by MEXT.
- 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.
- 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.
- 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).

(*1) 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."

(*2) This is limited to schools 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 eligible under items (i), (j), or (k) above must write beforehand to the Hitotsubashi ICS Admissions Office explaining their academic qualifications (Deadline: December 18, 2019).

Admissions Criteria

Currently a middle manager or higher with the following experience and competencies:

- Managing on an on-going basis at least five direct reports.
- Expected to rise to a director- or executive-level position (“senior management”) within 10-15 years.
- Formulating and executing business plans at the departmental or sub-departmental level in conformance with the company's strategies and policies.
- Involved in goal setting and departmental- or sub-departmental-level decision-making.
- Ability to understand and critically analyze various types of financial and business reports with a high level of financial fluency.

Work Experience (as of September 1, 2020)

In principle, more than 10 to 15 years post-university graduation full-time work experience. This is not a minimum requirement, but applicants with fewer working years will need to support their application with other evidence of sufficient experience, demonstrated for example in their essay or interview.

Required Application Documents

All documents must be submitted via the Hitotsubashi ICS Online Application System. Please refer to “How to complete the procedures via the Hitotsubashi ICS Online Application System”:

<http://www.guide.52school.com/guidance/net-hit-u-emba/>

Documents	Details	Applicants
Applicant details	Application Form (A)	All applicants
Degree certificate	Must be issued by the registrar of the university or college. Applicants with a master’s or doctorate must submit these as well.	
Official transcript		
Essay	Answer Form (B)	
Sponsoring letter	Form (C1) A sponsoring letter should be completed by a senior executive of the organization for which the applicant is working on a full-time basis. The Hitotsubashi ICS Admissions Office will send the form to the senior executive directly after online registration is completed.	Company sponsored applicants only
Reference letter	Form (C2) Reference should come from persons who have been directly responsible for assessing the applicant’s work. The Hitotsubashi ICS Admissions Office will send the form to the applicant’s recommender directly after online registration is completed.	Self-sponsored applicants only
Proof of application fee payment	Please refer to page 9 for details.	All applicants
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
Official TOEIC, TOEFL or IELTS score report	Please submit the following report in accordance with the English test chosen: TOEIC : Official Score Certificate TOEFL : Test Taker Score Report or Examinee Score Report IELTS : Test Report Form	Optional
Official GMAT score report	Please submit the “Test Taker Copy.”	Optional

All documents must be in English, except where otherwise indicated.

Documents written in other languages must be accompanied by an English translation.

Admissions Schedule

Application period

	Round 1	Round 2
From	Monday, November 25, 2019	Friday, February 28, 2020
To	Thursday, January 9, 2020	Thursday, April 2, 2020

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

■First screening

The first screening is based on uploaded application documents only.

■First screening decision

Round 1	Round 2
Thursday, January 30, 2020	Thursday, April 23, 2020

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 (Case interview)

Round 1	Round 2
Friday, February 14, 2020	Friday, May 8, 2020

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

■Final decision

Round 1	Round 2
Thursday, February 27, 2020	Friday, May 15, 2020

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

	Round 1	Round 2
From	Friday, February 28, 2020	Monday, May 18, 2020
To	Thursday, March 12, 2020	Friday, May 29, 2020

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**.
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.
- **IMPORTANT NOTE:** In order to conduct several immersive, executive-level educational sessions outside of Japan during the program, significant additional expenses will be charged to the participants. Applicants should contact our administration office (ics-opencampus@ics.hub.hit-u.ac.jp) to inquire about the cost before submitting an application.
- 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 Monday, December 9, 2019 prior to submitting their EMBA 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 EMBA 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.

http://www.ics.hub.hit-u.ac.jp/admissions/emba/images/application-fee-payment-procedure-by-credit-card_MBA_EMBA.pdf

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)

Your Name (Family)	(Given)	(Middle)	Gender

			Date of birth (MM/DD/YYYY)

Program EMBA program

Financial status Name of sponsoring company

Nationality/Region Status of visa in Japan

Native language Other languages

GMAT (optional) English test score (optional)

Total score
Quantitative
%
Test
Score

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

Educational data

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 (MM/YYYY)	
				From	To
1					
2					
3					
4					
5					
6					
7					
8					

Total number of years in education _____ years in total

Employment data

1			
	Employer / Company	From (MM/YYYY)	To (MM/YYYY)
	Location	Job title	Type of industry
	Responsibilities		
2			
	Employer / Company	From (MM/YYYY)	To (MM/YYYY)
	Location	Job title	Type of industry
	Responsibilities		
3			
	Employer / Company	From (MM/YYYY)	To (MM/YYYY)
	Location	Job title	Type of industry
	Responsibilities		
4			
	Employer / Company	From (MM/YYYY)	To (MM/YYYY)
	Location	Job title	Type of industry
	Responsibilities		
5			
	Employer / Company	From (MM/YYYY)	To (MM/YYYY)
	Location	Job title	Type of industry
	Responsibilities		
6			
	Employer / Company	From (MM/YYYY)	To (MM/YYYY)
	Location	Job title	Type of industry
	Responsibilities		

7

Employer / Company	From (MM/YYYY)	To (MM/YYYY)
Location	Job title	Type of industry
Responsibilities		

8

Employer / Company	From (MM/YYYY)	To (MM/YYYY)
Location	Job title	Type of industry
Responsibilities		

9

Employer / Company	From (MM/YYYY)	To (MM/YYYY)
Location	Job title	Type of industry
Responsibilities		

10

Employer / Company	From (MM/YYYY)	To (MM/YYYY)
Location	Job title	Type of industry
Responsibilities		

11

Employer / Company	From (MM/YYYY)	To (MM/YYYY)
Location	Job title	Type of industry
Responsibilities		

12

Employer / Company	From (MM/YYYY)	To (MM/YYYY)
Location	Job title	Type of industry
Responsibilities		

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

Essay Questions

(B)

The following essay questions will provide the Admissions Committee with more information about you and your reasons for applying to the EMBA Program in the School of International Corporate Strategy 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) Why are you interested in this EMBA program? What objectives would you like to achieve by undertaking this program?
(Maximum 300 words)
- (2) What is your career aspiration within your organization? What would you like to achieve in your organization in the next 10 years and how will you achieve it?
(Maximum 300 words)
- (3) Describe a situation where you had difficulty managing or dealing with your staff. What did you do to deal with this difficulty? What lessons regarding leadership and managing diversity did you learn from this experience?
(Maximum 500 words)
- (4) What do you think is the biggest challenge that your organization is facing globally? What innovations do you think are required in your organization going forward to deal effectively with this challenge?
(Maximum 500 words)

Sponsoring Letter

(C1)

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

Any information you provide to us will be kept strictly confidential.
 This form must be completed by a senior executive of the organization for which the applicant is working on a full-time basis. Do not under any circumstances have the applicant complete the letter.
 The Admissions Committee is aware of the time and care necessary to complete this form. We gratefully acknowledge your help.

- (1) What objectives would you like to achieve by having the applicant undertake the EMBA Program?
 (Maximum 200 words)

- (2) What changes in the applicant's roles and responsibilities do you envisage after s/he graduates from the program? How do you expect the applicant will develop her/his career within your organization in the long term?
 (Maximum 300 words)

- (3) We understand that the applicant is viewed as a future leader of your organization. Why is the applicant viewed as having high potential as a future leader? What distinguishes the applicant from others as a future leader? What are the strengths of the applicant? What are the weaknesses of the applicant that you consider need to be addressed?
 (Maximum 500 words)

- (4) There is a substantial time commitment involved in the applicant preparing for courses, attending classes, and participating in three overseas immersion programs during the one year program. Is the company aware of this time commitment and willing to support the candidate in being able to perform well in the program? Have any arrangements been made to lessen the applicant's workload during the program?
 (Maximum 100 words)

Please provide the Admissions Committee with information about the author.

Author's Name	
Date	
Position or Title	
Organization	
Address	
Telephone Number	

Reference Letter

(C2)

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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, people skills, intellectual capability, etc.

- (3) Please describe how an education in an EMBA program could benefit the applicant in her/his future career.

- (4) Please comment on the applicant's weakness(es) and specific ways the applicant could improve as a leader in the organization that she/he belongs to.

(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

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.

