

Kyoto University Graduate School of Management Kyoto Cornell International Collaborative Degree Opportunity

2019 Academic Year Admission Guidelines (Second Round)

The Kyoto University Graduate School of Management will start a new two-year collaborative degree opportunity, the Kyoto-Cornell International Collaborative Degree Opportunity, in collaboration with the Cornell SC Johnson College of Business, School of Hotel Administration. This Kyoto Cornell International Collaborative Degree Opportunity offers an educational curriculum in management and hospitality for the purpose of nurturing highly advanced global professionals. Participating students will attend the Kyoto University Graduate School of Management for two semesters and at the Cornell University School of Hotel Administration for the other two semesters. Upon the completion of the degree requirements, each university will award an academic degree to the student: Master of Business Administration (MBA) from Kyoto University Graduate School of Management, and Master of Management in Hospitality (MMH) from the Cornell SC Johnson College of Business, School of Hotel Administration, which are legally recognized in Japan and the USA respectively.

1. Objective and Basic Approach

The Kyoto University Graduate School of Management develops an educational system that draws upon the latest research in management, as well as advanced and specialized business practices. Cornell University, School of Hotel Administration offers the premier graduate management program to launch or propel the participant's career as a future leader in the hospitality industry. The Kyoto Cornell International Collaborative Degree Opportunity aims to contribute to the diverse yet harmonious development of society through nurturing of highly advanced professionals in the areas of management of service and hospitality.

The following are the main approaches to realize this objective.

1. Students participating in the Kyoto Cornell International Collaborative Degree Opportunity will attend the Kyoto University Graduate School of Management for two semesters (semesters 1 and 4) and the Cornell University School of Hotel Administration for the other two semesters (Semester 2 and 3). Enrollment will be in April.
2. At the Kyoto University Graduate School of Management, Kyoto Cornell International Collaborative Degree Opportunity students will be provided with the standard MBA courses taught in either English or Japanese (Core courses will be offered only in English). While at Cornell University, School of Hotel Administration, Kyoto Cornell International Collaborative Degree Opportunity students will be provided with the standard MMH courses taught in English.
3. The total duration of the Kyoto Cornell International Collaborative Degree Opportunity shall be two years.

2. Enrollment Capacity

A selected number of applicants will be admitted.

3. Admission Requirements

To participate in the Kyoto Cornell International Collaborative Degree Opportunity, **applicants must submit separate applications and be admitted to both the Kyoto University Graduate School of Management and the Cornell SC Johnson College of Business, School of Hotel Administration.** Applications submitted to the School of Hotel Administration's MMH program should clearly indicate that they are applying for the Kyoto Cornell International Collaborative Degree Opportunity.

4. Application Eligibility Requirement and Preliminary Eligibility Screening for Kyoto University Graduate School of Management

Applicants must match at least one of the following requirements (by March 31, 2019):

- (1) Individuals who have graduated (or are expected to graduate by March 31, 2019) from a Japanese university.
- (2) Individuals who have received (or are expected to complete by March 31, 2019) a bachelor's degree in accordance with the regulations stipulated in Section Paragraph 4, Article 104 of the School Education Law.
- (3) Individuals who have completed (or are expected to complete by March 31, 2019) 16 years of education and have received (or are expected to receive by March 31, 2019) a bachelor's degree in a foreign country. [See note 1.]
- (4) Individuals who have completed an equivalent of 16 years of foreign school education through distance learning while residing in Japan.
- (5) Individuals who have completed a foreign university curriculum in Japan (only if completion of the curriculum is treated as completion of 16 years of school education in the said foreign country) at an educational facility that has been accredited as having an approved curriculum under the educational system of the said country and is also designated by the Minister of the Ministry of Education, Culture, Sports, Science and Technology (hereinafter referred to "the Minister of MEXT") in Japan.
- (6) Individuals who have received (or are expected to complete by March 31, 2019) a bachelor's degree (including degrees equivalent thereto) by completing more than 3 years of education in a foreign university or a foreign institution (including by completing a foreign school education through distance learning while residing in Japan and by completing a foreign university curriculum in Japan at an educational facility accredited as having an approved curriculum under the educational system of the said country and is also designated by the Minister of MEXT).
- (7) Individuals who have completed an advanced professional course at a higher vocational school designated by the Minister of MEXT, on or after the date designated by the Minister of MEXT.
- (8) Individuals designated by the Minister of MEXT.
- (9) Individuals who have been enrolled more than 3 years in a university and are determined by the Graduate School of Management to have received excellent achievement ratings in prescribed subjects. [See note 2.]
- (10) Individuals who are determined by the Graduate School of Management to have completed an education equivalent to a university degree and are at least 22 years old by March 31, 2019. [See note 2.]

[Note 1] Regarding requirement (3), this includes individuals who have completed an equivalent of 16 years of education but have less than 16 years due to skipped (advanced) grades.

[Note 2] **Those who are applying under requirement (9) or (10) must undergo a preliminary eligibility screening process before applying.* Other applicants do not need to undergo this preliminary eligibility screening process. [See note 3 below.]**

Those requiring screening should download the guidelines for "Preliminary Eligibility Screening" and "Application Form for Preliminary Eligibility Screening," fill out the application form available from the International Project Management Course website, and submit all necessary documents to the **Graduate School of Management** during the period listed below:

<https://www.gsm.kyoto-u.ac.jp/en/admission-information/kc-cdo.html>

Submission Period for preliminary eligibility screening materials

[Must arrive as follows:]

December 25, 2018 (Tuesday) through January 4, 2019 (Friday), 5 p.m. (JST)

NOTE: Deadlines for Kyoto University are described in Japan Standard Time (JST), and the deadlines for Cornell University, located in New York, are described in Eastern Standard Time (EST).

Send the documents by registered mail, EMS, or an international delivery service (such as DHL, FedEx, or UPS). Please note that the documents must be delivered within the period specified above.

[Note 3] E-mail and phone inquiries regarding application eligibility cannot be answered for any reason, so applicants who are unsure of their eligibility are suggested to undergo the preliminary eligibility screening process. Applications submitted under requirements (9) or (10) which have not undergone the preliminary eligibility screening process will not be accepted.

- *Preliminary eligibility screening results will be sent to the applicant via e-mail.
- *Do not deposit the application fee, and do not send the official applications until you have received the preliminary eligibility screening results.

5. Application Process to Kyoto University Graduate School of Management

(1) Application Fee Payment (for Kyoto University Graduate School of Management)

Application Fee..... 10,000 Yen
 Payment Period..... **January 8 (Tuesday) – January 15 (Tuesday), 2019**

Pay the application fee to the bank account:

Bank Name: Sumitomo Mitsui Banking Corporation (三井住友銀行)
 Branch: Kyoto Branch (京都支店)
 Bank Address: 8 Naginataboko-Cho Karasumahigashiiru Shijo-dori Shimogyo-ku, Kyoto City
 600-8008 Japan (〒600-8008 京都市下京区四条烏丸東入ル長刀鉾町 8)
 Payee: Kyoto University , National University Corporation (国立大学法人京都大学)
 Account No.: 496-8290845
 University Address: Yoshida-Honmachi, Sakyo-ku, Kyoto City 606-8501 Japan (〒606-8501 京都市左京区吉田本町)

(For foreign remittance)

SWIFT Code: SMBCJPJT
 Remittance by: Telegraphic transfer (電信送金)
 Payment method: Advise and pay (通知払)
 Foreign exchange fees: Applicant’s expense (依頼人負担)
 Total amount to be transferred: 10,000 Japanese Yen
 Purpose of remittance: Application fee (検定料)
 Other: Indicate applicant name in the “Message to Payee” space.

NOTE

- There may be additional surcharges at the local bank or intermediary banks where the transfer is done.
- Make sure that the final amount deposited into the Sumitomo Mitsui Bank account is exactly 10,000 Yen.
- Include the evidence of your payment with other application materials.
- The application fee for accepted applications is not refundable.

(2) Requesting Application Materials

All application materials will only be available online. Download and print the appropriate files from the following website.

<https://www.gsm.kyoto-u.ac.jp/en/admission-information/kc-cdo.html>

(3) Application Materials

Application Materials	Form	Notes
1. Application Form	Form 1	Complete all sections and attach one photo (facing forward, from shoulder up, no hat, and taken within the last 3 months) to the appropriate box. [See note 2]
2. Detailed Educational Background and	Form 2	Provide your detailed education background and employment history using the form. Write the educational level (elementary, junior

Employment History		high, high school, etc.) as well.
3. Letters of Recommendation	Form 3	Use the designated “Letter of Recommendation” form to submit 2 or more letters of recommendation (sealed) by professionals and individuals who have relationships with you as an applicant. The forms must be completed in Japanese or English.
4. Essays	Form 4	Respond to the essay questions found on the form. Use A4 or letter size paper and answer each question within the designated length. Attach the “Essay Questions” form as a cover sheet.
5. Transcript of Academic Record (Original Only) If applicants cannot send the original documents, we will accept the photocopy of it with the official seal or signature from your university.		Submit an original official academic transcript showing the completion of an undergraduate degree certified by your university president/department head. Only English and Japanese language documents will be accepted. If the certificate in either English or Japanese is not issued by your graduate institute, the translation by authority must be attached with the original. (Does not need to be sealed).
6. Undergraduate Degree Certification or Expected Graduation Certification of Undergraduate (Original Only) If applicants cannot send the original documents, we will accept the photocopy of it with the official seal or signature from your university.		Submit an original official undergraduate degree certification by your university president/department head. Only English and Japanese language documents will be accepted. If the certificate in either English or Japanese is not issued by your graduate institute, the translation by authority must be attached with the original. (Does not need to be sealed). *Graduates from universities where certificates of completion are not provided must also include a photocopy of the original diploma which shows the completion date of your bachelor’s degree. *Applicants from China or graduates from universities in China must also include photocopies of the diploma (毕业证书) and the degree certification (学士学位证书). You are not required to apply for the AAO system of Kyoto University. (Original documents or documentation verifying the completion of secondary school may be requested at a later date for verification purposes.) * Current students enrolled in universities that do not provide prospective degree completion certificates may submit an official letter or certificate signed by the department dean of the university. This document must state the date of prospective degree completion. * If the institution you graduated from does not issue these certificates and the official transcript of academic record shows the date of your completion of the bachelor degree and the type of degree, you do not need to submit an Undergraduate Degree Certification.
7. The evidence of the bank transfer for Application Fee		Submit the evidence (e.g. bank remittance form) which includes your name, the date you pay, the payee for the application fee payment.
8. Photocopy of TOEFL or IELTS Scores		Submit the photocopy of your scores for either the TOEFL PBT, iBT (No ITP), or IELTS. The TOEFL or IELTS scores must be dated within two years of the application deadline. [See note 3.]
9. Photocopy of GMAT or GRE Scores		Submit the photocopy of your scores for either the GMAT or GRE score. The GMAT or GRE scores must be dated within five years of the application deadline. [See note 4 below.]
10. Passport Copy		Submit a photocopy of your passport. The copy must include the applicant’s name, photo, passport number, expiration date, and

		place of issue.
11. <u>[For International Applicants Residing in Japan Only]</u> Residence Certificate or Photocopy of Residence Card		Submit a residence certificate, issued by your city office within 3 months, or a photocopy of residence card. [Residence Certificate] This should state name, nationality, date of birth, status, period of stay, and current address. [Photocopy of Residence Card] Copy both sides of the card in the middle of A4 or letter size paper to avoid cutting off the information which is written on the edge of the card.
12. KC-CDO Application Material Check List	Form 5	Put a check mark on which boxes which is completed application materials and put in envelop together

Note 1: **Download the forms and type in your information in English before printing. Submit all documents on either A4 or letter size paper with single-side printing.**

Note 2: Applications which are incomplete, incorrect, or which lack supporting evidence will not be accepted.

Note 3: **Regarding the TOEFL and IELTS Scores:**

- a) **TOEFL**: Only a photocopy of Official Score Record for TOEFL-iBT (Internet-Based Test) scores will be accepted. TOEFL-PBT (Paper-Based Test) scores will be accepted only for applicants in regions where the TOEFL-iBT is not available. Please note that the webpage printout of scores or TOEFL-ITP (Institutional Testing Program) Score Record without a photo will not be accepted.
- b) **IELTS**: Only a photocopy of Test Report Form will be accepted.
- c) TOEIC scores will not be accepted for any reason.
- d) Desirable English language proficiency: TOEFL iBT score of 100. Suggested section minimums are as follows: Speaking: 22, Reading: 20, Listening: 15, and Writing: 20. IELTS score of 7.0.
- e) TOEFL or IELTS scores are not required if the applicant meets at least one of the following two criteria:
 - (1) Is a native citizen of the United States, the United Kingdom, Ireland, Australia, New Zealand, or Canada (except Quebec). Applicants who are citizens of India, Pakistan, the Philippines, Hong Kong, or Singapore are not exempt from the TOEFL requirement.
 - (2) Studied in full-time status for at least two academic years within the last five years in the United States, the United Kingdom, Ireland, Australia, or New Zealand, or with English-language instruction in Canada or South Africa. You must submit a transcript that shows you have attended college in one of these approved locations.

Note 4: **Regarding the GMAT or GRE Scores,**

- a) Only a photocopy of the Official Score Report of GMAT or GRE will be accepted.
- b) Please note that GMAT or GRE scores will be scored as zero points if not submitted before the deadline.

(4) Submission of Application Materials [See notes 1, 2, and 3 below]

Applicants must mail all documents listed under (4) during the application period listed below. Be sure to send the documents by registered mail, EMS, or an international delivery service (such as DHL, FedEx, or UPS). **Please note that applications brought to the GSM Administrative Office in person will not be accepted under any circumstances.**

- a) Submission Period for Application Materials [**Must arrive as follows**]
January 8 (Tuesday) through January 15 (Tuesday), 2019, 5 p.m. (JST)
- b) Submit applications to:
Kyoto University Graduate School of Management Administrative Office
Yoshida-Honmachi, Sakyo-ku, Kyoto, 606-8501, Japan
Tel: +81-75-753-3498
- c) Examinee's Number
Examinee's numbers will be e-mailed to the addresses written on the application forms on February 8, 2019 (Friday) (JST) after the applications have been accepted.

[Notes]

1. Applications with missing materials will not be considered.
2. Applications arriving after the deadline will not be considered.
3. Application materials cannot be returned except original degree certification and original transcript if applicants request.

6. Application Process to Cornell University School of Hotel Administration

Applicants must submit separate applications to the Master of Management in Hospitality (MMH) program, Cornell SC Johnson College of Business, School of Hotel Administration. A separate application fee shall be paid to Cornell University. The application information for the program can be found on the following website.

<https://sha.cornell.edu/admissions-programs/graduate/mmh/>
<https://sha.cornell.edu/admissions-programs/graduate/mmh/how-to-apply/requirements/>

Applicants should clearly indicate that they are applying for the Kyoto-Cornell International Collaborative Degree Opportunity.

Submission Deadline for Application Materials [**Must arrive by**]
January 15, 2019 (Tuesday), 5 p.m. (EST)

Questions and concerns regarding the application process to Cornell University shall be directed to the School of Hotel Administration at the Cornell SC Johnson College of Business: mmh@sha.cornell.edu

7. Selection Process at Kyoto University Graduate School of Management

Document Evaluation

Based on the submitted application documents listed below, the applicant will be evaluated regarding his/her desire to study, the suitability of that desire, and his/her fundamental ability to study various areas of management: Essays, Letters of Recommendation, Academic Transcript, TOEFL/IELTS Scores, GMAT/GRE Scores.

8. Announcement of Successful Applicants

- (1) Time of Announcement
February 22, 2019 (Friday), 3 p.m. (JST)

- (2) Location

On the designated date and time, successful applicants will be announced on the Kyoto University Graduate School of Management website by examinee's number. Successful applicants will also receive an "acceptance letter" by postal mail.

<http://www.gsm.kyoto-u.ac.jp/en/admission-information/announcement-of-successful-applicants.html>

***Telephone and e-mail inquiries regarding the result will not be answered.**

To become students of the Kyoto Cornell International Collaborative Degree Opportunity, applicants must be admitted to both Kyoto University and Cornell University. Applicants who are not admitted to one institution may still be eligible for admission to the other institution if they satisfy its admission requirements. In the case that the Kyoto Cornell International Collaborative Degree Opportunity cannot be implemented due to unforeseen circumstances, applicants who are admitted to either institution are still eligible for admission to the institution.

9. Enrollment Period

April 1, 2019

10. Admission Fee and Tuition

Students must pay admission fees and tuition to Kyoto University and must pay tuition to Cornell University separately.

The notice of admission/ enrollment procedures will be sent to all successful applicants after the announcement.

For Kyoto University:

- Admission Fee: 282,000 Yen
- Tuition: 267,900 yen per semester

- * The admission and tuition fees indicated above are tentative and may be revised.
- * If the above amounts are revised at or after enrollment, the new amounts shall apply thereafter.
- * The tuition exemption at Kyoto University may be available for a limited number of students

The tuition and financing information for Cornell University can be found on the following website.

<https://sha.cornell.edu/admissions-programs/graduate/mmh/how-to-apply/tuition-financing.html>

11. Degree Requirements and Curriculum Guidelines

- (1) The study term is 2 years (not counting any leaves from study) and the students follow the path below:

Semester I:	April – July, Kyoto University
Semester II:	August – December, Cornell University
Semester III:	January – May, Cornell University
Internship Opportunity:	May – September
Semester IV:	October – January, Kyoto University

- (2) Cornell University School of Hotel Administration MMH Degree Requirements:

48 Credits required for graduation, with no more than 12 credits transferred from Kyoto University Graduate School of Management

- (3) Kyoto University MBA Degree Requirements:

42 Credits required for graduation, with no more than 20 credits transferred from the Cornell University School of Hotel Administration

- (4) Kyoto University MBA Degree requirements:

Basic Subjects	6 subjects with a minimum of 12 credits
Specialized Subjects	9 subjects with a minimum of 18 credits
Business Practice Subjects	5 subjects with a minimum of 10 credits
Advanced Subjects	1 subject with a minimum of 2 credits

- (5) The maximum number of credits that can be taken in each semester is 18.
- (6) Submitting a master's thesis is not required for MBA degree completion.
- (7) Students must have completed 6 subjects with 12 or more credits in Basic Subjects in Semester I at Kyoto University to move on to the Semester II at Cornell University. These credits will be transferred to Cornell and apply toward the MMH program.
[Note] The above completion requirements may change.
- (8) Students will follow the developmental course guideline of Kyoto University and take relevant electives at Cornell University in Semesters II and III. Kyoto University will accept 20 credits for MMH electives and MMH core courses taken while at Cornell University as long as those courses were not taken at Kyoto University previously.
- (9) Sample Course Schedule

Semester I: Kyoto University

Basic Subjects	Credits	Semester
Corporate Finance and Capital Markets	2	1
Managerial Accounting	2	1
Marketing	2	1
Business Leadership	2	1
Strategic Management	2	1
Governance and Ethics	2	1

Semester II and Semester III: Cornell University

Core Subjects	Credits	Semester
MMH Dean's Distinguished/Lecture/Deans Discussion Forum in Hospitality Management	1	2
Organizational Behavior	3	2
Project Development and Planning	3	2
Management Communication	3	2
Human Resource Management	3	3
Competitive Strategies for Hospitality Industry	3	3
Master Class	1	3

Sample Electives	Credits	Semester
Intermediate Corporate Finance	3	2
Fixed Income Analysis	3	2
Brand Management	3	2
Operations and Planning of Senior Living and Related Facilities	2	2
Airline Service and Operations Management	3	2
Managerial Control in Hospitality Organizations	3	2

Real Estate Statistical Modeling	1.5	2
Tactics and Strategies for Restaurant Management	3	2
Service Experience Management and Marketing	3	2
Introduction to Sustainable Hospitality	3	2
Project Management for Hospitality Real Estate Development	3	2
Negotiations in the Hospitality Industry	3	2•3
Principles of Real Estate	3	2•3
Restaurant Entrepreneurship	3	2•3
Integrated Marketing Communications and New Media for Hospitality	3	2•3
Advanced Corporate Finance	3	3
Compensation in Service Firms	3	3
Wellness and Spas	3	3
Foundations of Social Entrepreneurship	3	3
Wine Marketing	3	3

[Note] A three-credit subject at Cornell University will be transferred as a two-credit subject at Kyoto University. This conversion rule may change.

Semester IV: Kyoto University

Sample Specialized Subjects	Credits	Semester
Policy Evaluation	2	4
Transportation and Logistics Management	2	4
Firms & Industrial Organization in Japan	2	4
Advanced Topics in Negotiation	2	4
Cross Cultural Management	2	4
Venture Creation and Financing	2	4

Sample Business Practice Subjects	Credits	Semester
Project Finance	2	4
Risk Management & Finance	2	4
International Mega Project Management	2	4
Strategic Service Management	2	4
Turnaround Management	2	4
Global Social Entrepreneurship – Theme Climate Change Management	2	4

Advanced Subjects	Credits	Semester
Kyoto Leadership and Hospitality Management Workshop	2	4

*Note: Subject names and semesters offered are tentative and may be changed.

12. Scholarship Information

The Kyoto University Graduate School of Management is preparing new scholarships to support the students who are admitted to the Kyoto-Cornell International Collaborative Degree Opportunity. The detailed information on the scholarships will be posted on the Kyoto Cornell International Collaborative Degree

Opportunity website.

Kyoto Cornell International Collaborative Degree Opportunity URL:
<https://www.gsm.kyoto-u.ac.jp/en/admission-information/kc-cdo.html>

13. Important Notices

- (1) Unless otherwise stated, all indicated dates and times are Japan Standard Time (JST).
- (2) Notify the Graduate School of Management Administrative Office immediately if your contact information changes. Notification will only be accepted by postal mail or e-mail (notification by telephone will not be accepted).
- (3) Individuals with physical disabilities and those who require special assistance at the time of the entrance examination or following enrollment should contact the Graduate School of Management in advance.
- (4) Applicants who have decided not to enroll in the Graduate School of Management must inform the Administrative Office immediately.
- (5) Admitted students shall apply for a student visa for both Japan and the United States as soon as possible. Those who possess visas other than a student visa will not be eligible for services offered to individuals with a student visa (scholarship, student housing, etc.).

14. Regarding the Handling of Personal Information

Please take notes of the following:

- (1) All personal information will be handled according to the “Act on the Protection of Personal Information Held by Administrative Organs” and Kyoto University’s regulations regarding the protection of personal information.
- (2) Your name, address, and other personal information submitted at the time of application will be used for [1] selection of students (application screening and applicant selection), [2] announcement of successful applicants, and [3] to conduct enrollment procedures.
- (3) The entrance examination data used to select admitted applicants will be included in documents used to determine future selection processes.
- (4) The personal information of enrolled students submitted at the time of application will be used for [1] educational affairs (school registrar, educational guidance, etc.), [2] student support (health management, employment support, tuition exemption, scholarship applications, etc.), and [3] collection of tuition.

Please contact the following for questions and concerns regarding the abovementioned information:

Kyoto University Graduate School of Management Administrative Office
Tel: +81-75-753-3498 Fax: +81-75-753-3529
E-mail: kc-cdo@mail2.adm.kyoto-u.ac.jp