

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

2021 Academic Year
Admission Guidelines

The Kyoto-Cornell International Collaborative Degree Opportunity (KC-CDO) is a two-year course in collaboration with the School of Hotel Administration, SC Johnson College of Business, Cornell University. This program offers an educational curriculum in management and hospitality for the purpose of nurturing highly advanced global professionals. Participating students will attend the Graduate School of Management at Kyoto University for two semesters and the School of Hotel Administration at Cornell University 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 Graduate School of Management, Kyoto University and Master of Management in Hospitality (MMH) from the School of Hotel Administration, SC Johnson College of Business, Cornell University, which are legally recognized in Japan and the USA respectively.

1. Objective and Basic Approach

The Graduate School of Management at Kyoto University develops an educational system that draws upon the latest research in management, as well as advanced and specialized business practices. The School of Hotel Administration at Cornell University offers the premier graduate management program to launch or propel the participant's career as a future leader in the hospitality industry. The KC-CDO 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 KC-CDO will attend the Graduate School of Management at Kyoto University for two semesters (semesters 1 and 4) and the School of Hotel Administration at Cornell University for the other two semesters (Semesters 2 and 3). Enrollment will be in April.
2. At the Graduate School of Management, Kyoto University, KC-CDO 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, KC-CDO students will be provided with the standard MMH courses taught in English.
3. The total duration of the KC-CDO shall be two years.

2. Enrollment Capacity

20 Students

*The number is subject to change.

3. Admission Requirements

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

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

Applicants must match at least one of the following requirements (by March 31, 2021):

- (1) Individuals who have graduated (or are expected to graduate by March 31, 2021) from a Japanese university.
- (2) Individuals who have received (or are expected to complete by March 31, 2021) 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, 2021) 16 years of education and have received (or are expected to receive by March 31, 2021) 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, 2021) 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, 2021. [See note 2.]

Note 1: Requirement (3) 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.]**

Those requiring screening should download the guidelines for "Preliminary Eligibility Screening" and "Application Form for Preliminary Eligibility Screening," fill out the application form and submit all necessary documents to the Graduate School of Management during the period specified below.

**Submission Period for preliminary eligibility screening materials
August 17 (Monday) through August 24 (Monday), 2020, 5 p.m. (JST)**

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). 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.** 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, do not register online, and do not send the official applications until you have received the preliminary eligibility screening results.

5. Application Process to the Graduate School of Management, Kyoto University

(1) Web Registration

All applicants are required to register their information through the following website before submitting the application materials.

<https://www.univ-jp.com/kyoto-u-daigakuin-en/>

July 06, 2020 URL CHANGED: <https://www.webshutsugan.com/kyoto-u-daigakuin-en/>

After registration, applicants are able to pay the application fee and to print out the web application form and mailing label.

Web Registration Period

September 1, 2020 (Tuesday) - September 18, 2020 (Friday), 5 p.m. (JST)

(2) Application Fee Payment (for the Graduate School of Management at Kyoto University only)

Application Fee: 10,000 Yen

Payment Period: **September 1, 2020 (Tuesday) - September 18, 2020 (Friday), 5 p.m. (JST)**

*If you cannot pay with a credit card (even with your family's card), you are required to contact Graduate School of Management Administrative Office **by September 10, 2020 (Thursday)**.

*The application fee is not refundable.

(3) Application Forms

All application forms for the KC-CDO will only be available online on our website. Download and print the appropriate files from below.

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

(4) Application Materials

	Form	Notes
1. Web Application Form		Download the web application form and the mailing label. Use the mailing label if needed. <u>Photo is not required.</u>
2. Application Form	Form 1	Complete all sections of the designated form and attach a photo (facing forward, from shoulder up, no hat, and taken within the last 3 months) to the appropriate box.
3. Detailed Educational Background and Employment History	Form 2	Provide your detailed educational background and employment history using the designated form. Write the educational level (elementary, junior high, high school, etc.) as well.
4. Letters of Recommendation	Form 3	Use the designated form to submit two 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 and submitted together with other application documents.
5. Essays	Form 4	Respond to the essay questions on the form. Answer each question within the designated length. Attach the "Essay Questions" form as a cover sheet.
6. Interview: Video Essay	Online	After your web application has been submitted you will be invited to record an online video essay. Details about the video essays will be provided by email after you submit your application. Please allow enough time to receive email and record the video after you complete web application.
7. Transcript of Academic Record (Original)* *If applicants cannot		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 English

<p>send the original, photocopy with an official seal or signature from your university attached is accepted.</p>		<p>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).</p>
<p>8. Undergraduate Degree Certification or Expected Graduation Certification of Undergraduate (Original)*</p> <p>*If applicants cannot send the original, photocopy with an official seal or signature from your university attached is accepted.</p>		<p>Submit an original official undergraduate degree certification by your university's president/department head. Only English and Japanese language documents will be accepted.</p> <p>If the certificate in 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).</p> <p>*Graduates from universities where certificates of completion are not provided must submit a photocopy of the original diploma or original official academic transcript, which shows the completion date of your bachelor's degree.</p> <p>*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.)</p> <p>*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.</p>
<p>9. Receipt of Application Fee</p>		<p>Refer to the website for registration and submit the receipt for the application fee payment.</p> <p>[Credit Card] Submit the photocopy of the email "Completion of Web Application", which states that you paid the fee by credit card.</p> <p>[Payment at Convenience Store, ATM or Internet Banking (In Japan Only)] Submit the photocopy of the receipt.</p>
<p>10. TOEFL or IELTS Scores (photocopy is accepted)</p>		<p>Scores must be dated within two years of the application deadline. See the details below.</p>
<p>11. GMAT or GRE Scores (photocopy is accepted)</p>		<p>The scores must be dated within five years of the application deadline. See the details below.</p>
<p>12. Passport Copy</p>		<p>The copy must include the applicant's name, photo, passport number, expiration date, and place of issue.</p>
<p>13. [For International Applicants Residing in Japan Only]</p> <p>Residence Certificate or Photocopy of Residence Card (both sides)</p>		<p>Submit a residence certificate issued by your city office within 3 months, or a photocopy of your residence card.</p> <p>[Residence Certificate] Should state name, nationality, date of birth, status, period of stay, and current address.</p> <p>[Photocopy of Residence Card] Make sure to copy both sides of the entire card.</p>

14. KC-CDO Application Material Check List	Form5	Check the completed items.
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ATTENTION

- 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.**
- Applications which are incomplete, incorrect, missing supporting evidence, or which arrived after the deadline will not be accepted.
- Application materials cannot be returned except original degree certification and original transcript upon request.
- **TOEFL and IELTS Scores**
 - a) TOEFL: The Official Score Record or its photocopy 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: The Test Report Form or its photocopy will be accepted.
 - c) TOEIC scores will not be accepted for any reason.
 - d) Desirable English language proficiency: TOEFL iBT score of 100 or higher. Suggested section minimums are: Speaking: 22, Reading: 20, Listening: 15, and Writing: 20. IELTS score of 7.0 or higher.
 - e) TOEFL or IELTS scores are not required if the applicant meets at least one of the following 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.
- **GMAT or GRE Scores**
 - a) A photocopy or the Official Score Report of GMAT or GRE will be accepted.
 - b) GMAT or GRE scores will be scored as zero points if not submitted by the deadline.

(5) Submission of Application Materials

Applicants must mail all documents during the application period.

Be sure to send the documents by registered mail, EMS, or an international delivery service (such as DHL, FedEx, or UPS). Applications brought to the GSM Administrative Office in person will not be accepted under any circumstances.

a) Submission Period for Application Materials

September 1, 2020 (Tuesday) - September 18, 2020 (Friday), 5 p.m. (JST)

b) Submit applications to:

Graduate School of Management Administrative Office (KC-CDO), Kyoto University
Yoshida-Honmachi, Sakyo, Kyoto, 606-8501, Japan
Phone: +81-75-753-3498

c) Examinee's Number

Examinee's numbers will be e-mailed to the addresses written on the application forms on October 5, 2020 (JST) after the applications have been accepted.

15. Application Process to the School of Hotel Administration, Cornell University

Applicants must submit separate applications to the Master of Management in Hospitality (MMH) program of the School of Hotel Administration, Cornell SC Johnson College of Business. 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

September 18, 2020 (Friday) (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

16. Selection Process at the Graduate School of Management, Kyoto University

Document Evaluation

Based on the submitted application materials, 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.

17. Announcement of Successful Applicants

(1) Time of Announcement

October 30, 2020 (Friday), 3 p.m.

(2) Location

Successful applicants will be announced on the website of the Graduate School of Management at Kyoto University 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 KC-CDO, applicants must be admitted to both Kyoto University and Cornell University. Applicants who are not admitted to one of the universities may still be eligible for admission to the other university if they satisfy its admission requirements. Once you are admitted to both of Kyoto University and Cornell University as a KC-CDO student, you are expected to enroll in both of them.

18. Enrollment Date

April 1, 2021

19. Admission Fee and Tuition

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

The notice of admission/ enrollment procedures will be sent to all successful applicants in middle of February 2021.

For Kyoto University:

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

*The fees above are subject to change.

*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>

(As of April 2020, tuition is \$28,275 per semester. Please make sure to check the latest information before applying.)

20. 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's School of Hotel Administration MMH Degree Requirements:

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

- (3) Kyoto University MBA Degree Requirements:

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

- (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 16.

- (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.

Please note that 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 III: Cornell University

Core Subjects	Credits	Semester
Deans Distinguished Leadership Series	1	2
Operations Management	3	2
Leadership and Ethics	1	2
Leadership and Ethics	1	3
Properties Development Planning	3	3
Management Communications	3	3
Human Resources Management	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

Semester IV: Kyoto University

Sample Specialized Subjects	Credits	Semester
Firms & Industrial Organization in Japan	2	4
International Accounting	2	4
Development Dynamics and Policy Perspectives	2	4
Cross Cultural Management	2	4

Business Modeling and Design	2	4
Corporate Strategy & Organization	2	4
Business Analysis and Valuation	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 and Leadership Style	2	4

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

*Note: Subject titles and semesters offered are tentative and subject to change.

21. Scholarship

The Graduate School of Management, Kyoto University is preparing new scholarships to support the students who are admitted to the KC-CDO. Detailed information on the scholarships will be posted on our website.

Kyoto-Cornell International Collaborative Degree Opportunity

<https://www.gsm.kyoto-u.ac.jp/en/cornell/>

22. Important Notices

- (1) Unless otherwise stated, all indicated dates and times are Japan Standard Time (JST).
- (2) You may not apply for both KC-CDO and the International MBA Programs (i-BA/i-PM).
- (3) 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).
- (4) 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.
- (5) Applicants who have decided not to enroll in the Graduate School of Management must inform the Administrative Office immediately.
- (6) Once you are admitted to both of Kyoto University and Cornell University as a KC-CDO student, you are expected to enroll in both of them.
- (7) 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.).

23. Handling of Personal Information

- (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.

24. Contact

Graduate School of Management Administrative Office (KC-CDO), Kyoto University

Phone: +81-75-753-3498 Fax: +81-75-753-3529

E-mail: kc-cdo@mail2.adm.kyoto-u.ac.jp