

Fall Semester Entry 2025
Business School (International Management Course) Entrance Examination

Written Examination (Essay in English),
Intent of the question and Sample Answers

【Intent of the “Question 1”】

This question is designed to assess the applicant's ability to understand and respond to current business discussions about sustainability as an important part of corporate strategy. Drawing on the assigned article, the question encourages students to reflect on:

- The strategic importance of sustainability for modern businesses.
- The economic, generational, technological, and geopolitical drivers shaping long-term ESG priorities.
- The transition from superficial, PR-driven efforts to genuinely integrated sustainability practices embedded in business models.

【Sample Answers】

1. Comprehension of Article Content

- Sustainability is no longer a short-term trend or PR initiative but has become a normal and essential part of doing business.
- Despite global setbacks (e.g., political backlash, economic pressure), corporate leaders across sectors remain optimistic about sustainability's long-term relevance.

2. Explanation of ESG Drivers

- **Economic driver:** Advancements in technology (e.g., PowerX's battery cost reduction) make renewable energy more affordable than fossil fuels.
- **Generational driver:** Younger entrepreneurs and Gen Z view sustainability as a natural business goal; they support innovation and social startups.
- **Technological driver:** Use of digital twins (e.g., Dassault, Sojitz's tuna farming) helps companies lower costs and reduce environmental impact.
- **Geopolitical driver:** Japan's reliance on fossil fuel imports (84%) highlights the need for energy independence through renewables (PowerX, METI data).

3. Use of Supporting Examples

- Relevant examples include PowerX, Airweave, and Euglena.

【Intent of the “Question 2”】

Question 2 is designed to assess applicants' capability to examine pros and cons of the case organization's strategy as a basis of productive class discussion.

【Sample Answers】

1. Examples of argument for Nintendo's initiatives may include,

- Nintendo can enhance its heavy users' loyalty by preventing *"would-be scalpers from buying up machines to resell at higher prices later"* so that it can ensure *"only true gamers get their hands on Switch 2."*
- The initiatives also enable Nintendo to grow its paid member network more cohesive, which provides increasingly enjoyable game-playing environments to participating paid members.
- Nintendo can protect their Switch 2 brand by proactively addressing potential risk of fraudulent listings of the product at major online flea markets such as Mercari, Rakuten, and Yahoo Auctions.
- Nintendo can enhance the general public's perception of it as a socially responsible firm by leveraging public opinion against scalpers.

2. Examples of argument against Nintendo's initiatives may include,

- Some enthusiastic gamers, who don't satisfy requirements set by Nintendo (*"logged at least 50 hours or more on their current Switch console and to have been a paid member for more than a year"*) but are willing to pay extra to buy Switch 2, will lose their purchase opportunities.
- Nintendo may not have legitimate authority to prevent scalping, which may be unethical, but not necessarily illegal economic activities.
- Nintendo's initiative not only excludes light users or new users from the opportunity to purchase Switch 2, but also potentially enforces them (e.g., school kids) to spend longer time on their Switch as they expect to enjoy advantage in their future purchase opportunity.
- The initiatives may obscure one of the major causes for the potential dissatisfaction of customers, or shortage of Switch 2 supply (for which Nintendo should be fully responsible), by effectively framing the issue on scalpers.