

Spring Semester Entry 2025 [The First Intake]
Business School (International Management Course) Entrance Examination

Written Examination (Essay in English), Intent of the question, Grading Criteria

【Intent of the “Question 1”】

- (1) This question is designed to assess the applicant's reading and writing skills along with knowledge of general management issues stated in the article.
- (2) This question is designed to assess the applicant's comprehension and logical thinking ability.

Allocation of points: (1) is 14 points, (2) is 6 points.

【Sample Answers】

(1) Identify four forces that drive the rapidly changing business environment and discuss how companies adapt to these changes.

The business landscape is continuously shaped by disruptive forces, requiring organizations to adopt innovative strategies for sustained growth. Four significant drivers of change include:

- **Generative AI Technology:** AI is revolutionizing industries by increasing efficiency, productivity and fostering innovation. Toyota Motors and Japanese megabanks adapt to the AI technologies by integrating them to automate operations, allowing employees to focus on high-value and creative tasks. Microsoft employs generative AI for financial forecasts to help with decision making.
- **Currency Market Volatility:** Exchange rate fluctuations impact international trade and tourism. JTB employs AI-driven insights to diversify customer segments, targeting business clients and expanding into foreign markets.
- **Global Pandemics:** Demand fluctuations require businesses to adapt swiftly. JTB responds by forming partnerships that merge tourism with sustainability initiatives, ensuring long-term resilience.
- **Geopolitical Tensions:** Political instability affects business strategies and market positioning. NEC leverages its identity as a Japanese company to reinforce neutrality while focusing on secure technology solutions.

(2) Provide your opinions on Morita’s statement that “the company can’t exist without becoming a place which provides value for society and customers”.

Morita’s statement highlights the importance of businesses prioritizing value creation for both society and customers, rather than focusing solely on profitability.

- Companies that align their mission with societal needs enhance brand trust and foster long-term customer loyalty.
- NEC exemplifies this approach by advancing cybersecurity and communication infrastructure, enabling companies and society to achieve digital transformation.
- Organizations that integrate ethical and purpose-driven strategies achieve resilience and sustainable growth.

【Intent of the “Question 2”】

- (1) What are the businesses of Mitsubishi Heavy Industries? The applicant may be able to identify the business that Mitsubishi Heavy Industry is in. The applicant may find that the Mitsubishi Heavy Industry is a manufacturer for many industrial machines and equipment: production of ships, production of components for airplanes, production of boilers, industrial machines, military equipment, among others.
- (2) What challenges Mitsubishi Heavy Industries face currently? The applicant may be able to find the challenges or problems that Mitsubishi Heavy Industry may face under the current business situations.

Allocation of points: 10 for (1) and 10 for (2).

【Sample Answers】

- (1) Mitsubishi Heavy Industry is a manufacturer of heavy industrial machines. It produces ships, airplanes, component of airplanes, boilers, energy, power generators, defense nuclear machines and equipment, military equipment among others.
- (2) Currently, MHI face an increasing demand for its products, gas turbine, nuclear related machine & equipment, defense related products, etc.
However, since it is a sudden increase in demand, the company has a problem of supplying to meet such demand. The reasons for the problems should be explained including such keywords as shortage of production capacity, needs for new investment, shortage of human capital, digitalization of the business, political issues, energy changes.