Pattern A, Fall Semester Entry 2026
Business School (International Management Course) Entrance Examination

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

【Intent of the "Question 1"-(1)】

(1) Describe the strategy the Japanese home builders are taking in the US housing market.

Intent: Understanding the Japanese companies' business strategy with M&A in the US Market and also the challenges for the new markets.

【Sample Answers】

- Japanese homebuilder companies need growth in their core business.
- M&A is one of the easier and quickest ways for expanding into a foreign market compared with other strategies.
- M&A needs relatively large amount of financing.

The US market is appealing with several reasons i.e. the demands for housing market and growth opportunities.

【Intent of the "Question 1"-(2)】

(2) What motivates the Japanese home builders to move into the US market and how do they do to achieve the goal?

Intent: Understanding the Japanese companies' motivations into the US market in the global competitive markets and their unique ways to achieve the M&A.

【Sample Answers】

Answers may include,
- aging problems in Japanese market.
- unique business styles in the Japanese markets.
- growth opportunities in US market.
- relying on the existing human talents after M&A.

【Intent of the "Question 2"】

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

【Sample Answers】

1. Examples of argument for strategic initiatives of Southeast Asia's aviation industry may include,

- They can effectively address unfavorable performance effects (due to the war), including softened demand, fuel cost increases, as well as flight delays and disruptions caused by unforeseen infrastructure damage.
- They can leverage the price volatility for aircraft (due to the softened demand).
- They can expand their access to the new customer segments, which were long held by the Gulf carriers before.
- Planned development of "second-tier" domestic destinations may stimulate tourists' (as well as business visitors') interest in flying into their regions.

2. Examples of argument against strategic initiatives of Southeast Asia's aviation industry may include,

- They may suffer from overcapacity (as a result of their aggressive investment in additional air fleets) after the war, or in case the war ends earlier than anticipated.
- It is not necessarily clear how they will (or can) establish competitive advantage against non-Gulf carriers, including European budget airlines. These competitors should also aim to gain from the difficulty of Gulf carriers. Therefore, additional initiatives to ensure competitiveness against them should also be examined.
- They need to ensure effective collaboration with local governments and travel industries to develop "second-tier" domestic destinations, which may take longer than anticipated.
- The "crisis-time partnerships" may be difficult to manage, and therefore sustain.