

MASTER

SESAMI

WINTER

2022 Academic Year

**Graduate School of Business Administration
Kobe University**

Global Master Program in Management
Strategic Entrepreneurship and Sustainability Alliance
Management Initiatives
(SESAMI)

Application Procedure (Enroll in October)

**Graduate School of Business Administration
Kobe University**

The Admission Policy of the Graduate School of Business Administration's Master's Program,
Kobe University

The Graduate Program of the Graduate School of Business Administration provides students with in-depth knowledge and advanced professional skills in the fields of management, accounting, and commerce, and enables the students to develop into outstanding internationally-minded researchers and professionals who excel in humanity and creativity, through a five-year program, consisting of a two-year master's course and a three-year doctoral course.

The Master's Program aims to provide students with methodologies of scientific research as well as advanced and specialized knowledge in management, accounting and commerce enabling them to contribute towards the progress and development of the relevant fields in universities, research institutions and industries.

The Master's Program seeks students with the qualities and abilities that fit our aim. For this purpose, we proactively accept students with outstanding and diverse abilities and diverse academic backgrounds from every university and department.

● Applicants are sought with the following qualities and abilities:

1. Students with a strong desire to explore the principles of management, accounting, and commerce.

[Required competences: knowledge and technique; critical thinking, good judgement, and expression; initiative and cooperativeness; interest and motivation]

2. Students who possess the basic capabilities to obtain the required scientific methodology for resolving research questions in management, accounting, and commerce.

[Required competences: knowledge and technique; critical thinking, good judgement, and expression; interest and motivation]

3. Students with the imagination and insight to translate into new scientific knowledge their research outcomes in the fields of management, accounting, and commerce.

[Required competences: knowledge and technique; critical thinking and good judgement, and expression; initiative and cooperativeness]

● Basic Policy for the Selection of Students:

To select students with the abilities mentioned above, we examine the competence of the applicants in the areas listed below, based on the diploma policy and the curriculum policy of the Master's Program.

In the entrance examinations (General entrance examination, Recommendation-based entrance examination, Entrance examination for SESAMI Program, and Special entrance examination for international students), we assess each student's knowledge and technique; critical thinking and good judgement; expression; initiative and cooperativeness; interest and motivation.

Strategic Entrepreneurship and Sustainability Alliance Management Initiatives (SESAMI) Program at the Graduate School of Business Administration, Kobe University

The Graduate School of Business Administration, Kobe University, initiated in April 2013 a new MA/PhD program, the Strategic Entrepreneurship and Sustainability Alliance Management Initiatives (SESAMI) program. In April 2015, its Master program becomes a part of the GMAPs (Global Master Programs), jointly established with the Economics School and the Law School, and is called the GMAP in Management (SESAMI). The SESAMI program is to advance the frontiers of knowledge and practice in the fields of strategic entrepreneurship and sustainability alliance management, which are founded on a thorough understanding of a wide range of management disciplines. The SESAMI program covers entrepreneurial activities with a particular emphasis on sustainability, in a broad sense, including supply chain management, strategic management and marketing. The SESAMI program also calls for the formation of alliances with other research/education institutions and practicing private/public organizations.

Program Overview and Issues Tackled during the Program

Over the past two decades, the market share and profitability of Japanese companies in many business sectors have declined, and the presence of Japanese companies in newer sectors is becoming inconspicuous. This decline in corporate international competitiveness and vigor has progressed despite the excellent *Monozukuri* (manufacturing and craftsmanship) and technological innovation capabilities that are the foundation of Japanese business systems. The reasons for this decline include not only an inability to demonstrate the strengths of Japanese business systems in the markets, where companies must extensively collaborate with multiple stakeholders to raise capital globally and develop their businesses, but also the constraints caused by divergence from the global standards set by the United States and Europe. To achieve the ultimate aim of revitalizing Japanese companies, this program begins by addressing the relative lack of **entrepreneurship** in Japan, in particular, with respect to start-ups, corporate entrepreneurship and strategic alliances, a lack that is exacerbated by a shortage of experts on sophisticated, complicated and globalized financial systems and corporate governance. The second issue is the lack of the deployment of the sustainability alliance management approach, which is economically viable and promotes **sustainable alliance** with other companies, the environment and regional society. This issue is also exacerbated by a shortage of experts. Given the current situation, in which the short-term orientation of global finance has caused devastating economic crisis, an urgent issue is the introduction of long-term sustainability concepts such as the efficient use of raw materials and energy, reduction of environmental pollutants, and building of global supply chains in sustainable alliance with regional society. The objectives of this program are (1) to define **the educational and research area known as strategic entrepreneurship and sustainability alliance management**, which fuses entrepreneurship and sustainable alliances; and (2) to produce **experts on strategic entrepreneurship and sustainability alliance management** who can set the global standards to leverage the strengths of Japanese business systems.

Features of the Program and the Types of Graduates It Seeks to Produce

The experts produced by this program are the MA/PhDs equipped with **advanced specialist knowledge** of strategic entrepreneurship and sustainability alliance management. They possess a **systematic understanding** of and **analytical capabilities** in these areas. They also possess **practical problem-solving and theory generating capabilities**, for reconstructing management theories through hypothesis formation and testing in areas where corporate activities are conducted internationally. In addition, they can exercise **leadership** to coordinate stakeholders from multiple organizations. To produce graduates with such specialized and advanced capabilities, the program places emphasis on new and unique initiatives and strategic alliances as follows:

1. **All-English-language coursework will continue throughout the year**, with subjects taught in collaboration with researchers affiliated with universities overseas.
2. **Research projects** will involve collaboration with companies that do business internationally. Projects are designed to develop practical problem-solving abilities.
3. **Field studies** will involve collaboration with companies that do business internationally and with overseas universities, and are designed to encourage application-based theory generation.
4. **Group instruction will include international and corporate collaboration**, and will be conducted in the Strategic Entrepreneurship Laboratory and Sustainability Alliances Management Laboratory.
5. **Industry–government–academic international workshops** aimed at building international standards in strategic entrepreneurship and sustainable alliance management will be held regularly.

Student Admission Policies

The school seeks applicants from a broad range of backgrounds, both from Japan and overseas, who wish to work after their completion of the program as strategic entrepreneurship and sustainable alliance management experts both in academic institutions and in companies deploying their operations internationally. The classes in the first year of the master's program cover general business subjects, and the program is open to a broad range of applicants, irrespective of their previous fields of university study. Applicants may hold degrees in other social sciences, natural sciences, or humanities.

In the selection process, applicants will be evaluated on their English communication ability as demonstrated by suitable scores in TOEFL, IELTS or TOEIC, their basic scholastic aptitude as demonstrated by suitable scores in GMAT or GRE, or their potential research capability as demonstrated by previous research output or class assignment research reports, as well as evaluations they have received and the research plan they have developed.

* For details of the **SESAMI Program**, please visit the following website.
<https://sesami.b.kobe-u.ac.jp/>

1. Number of Students to Be Admitted

A few

2. Applicant Qualifications

Applicants must meet at least one of the following criteria.

- (1) Applicants who have graduated or will have graduated from a four-year university program in Japan by September 30, 2022.
- (2) Applicants who have received a bachelor's degree under Article 104-7 of the School Education Law of Japan or will have received one by September 30, 2022.
- (3) Applicants who have completed at least 16 years of formal education overseas or will have completed it by September 30, 2022.
- (4) Applicants who have graduated with at least 16 years of formal education at an overseas school by completing the class subjects in a distance learning course while residing in Japan, or will have completed the course by September 30, 2022.
- (5) Applicants who have completed the course at foreign university in Japan, or will have completed the course by September 30, 2022 (limited to those courses whose graduates are considered to have completed 16 years of formal education in the foreign country). The school must be recognized as an educational institution by their home country's education system, and approved by the Minister of the Japanese Ministry of Education, Culture, Sports, Science and Technology.
- (6) Applicants who have received a degree equivalent to a bachelor's degree or will have received one by September 30, 2022 by completing at least 3-year program at a foreign university or other foreign educational institution. The foreign university or other foreign educational institution must be accredited in terms of overall education and research activities by the respective foreign government or a person certified by the appropriate foreign governmental agency, or have been so designated by the Minister of the Japanese Ministry of Education, Culture, Sports, Science and Technology. The above-mentioned 'at least 3-year program' can be completed: by taking class subjects offered by the respective foreign educational institutions in distance learning format while residing in Japan, and by graduating from an educational institution which is recognized by the home country's education system and specified in the previous item (5).
- (7) Applicants who have graduated from specialized training colleges course (limited to courses of at least four years of duration and of meeting the other standards specified by the Minister of the Japanese Ministry of Education, Culture, Sports, Science and Technology) that has been separately recognized by the Minister of the Japanese Ministry of Education, Culture, Sports, Science and Technology, or will have graduated from the course by September 30, 2022. The date of graduation must be after that determined by the Minister.
- (8) Applicants who have been specially designated by the Minister of the Japanese Ministry of Education, Culture, Sports, Science and Technology (under the Ministry of Education Notification No. 5, 1953).
- (9) Applicants who have enrolled in Japanese graduate school under Article 102-2 of the School Education Law of Japan and have been recognized as possessing the necessary academic ability to receive education at the Graduate School of Business Administration, Kobe University.
- (10) Applicants whom the Graduate School of Business Administration of Kobe University has deemed via a separate enrollment eligibility screening process to possess academic ability equivalent to or higher than a university graduate and who will be 22 years of age by September 30, 2022.
- (11) Applicants who meet at least one of the following requirements and have been recognized as obtaining excellent achievements in credit units designated by this graduate school:
 1. Applicants who have been enrolled in university for at least three years by September 30, 2022.
 2. Applicants who have completed a course of at least 15 years of formal education overseas, or will have completed the course by September 30, 2022.
 3. Applicants who have graduated with at least 15 years of formal education at an overseas school by completing the class subjects in a distance learning course while residing in Japan, or will have completed the course by September 30, 2022.
 4. Applicants who have completed a course at a foreign university in Japan, or will have completed the course by September 30, 2022 (limited to those courses whose graduates are considered to have completed at least 15 years of formal education in the foreign country). The school must be recognized as an educational institution by their home country's education system, and approved by the Minister of the Japanese Ministry of Education, Culture, Sports, Science and Technology.

Note 1: If you meet criterion (9), please contact the Academic Affairs Section by Monday, October 18, 2021 before you submit your application documents.

Note 2: If you meet criterion (10), your eligibility will be reviewed by the Admission Committee. Please obtain an "Application for Entrance Screening Form" from the Academic Affairs Section and apply for the review. (Please enclose a self-addressed envelope (Standard size 23.5 cm×12 cm) attached with a stamp of the value sufficient to

reach you back in a timely manner – JPY 84 inside Japan). Your application for entrance screening must arrive at our office between Monday, October 18 and Monday, October 25, 2021.

Note 3: If you meet criterion (11)'s 1-4, please contact the Academic Affairs Section by Monday, October 25, 2021 before you submit your application documents.

3. Application Period

Applications must be received between Thursday, December 2 and Thursday, December 9, 2021.

All applications must be sent by registered express mail. Please write “SESAMI Program Application” in red ink on the front of the envelope. Applications submitted in person will not be accepted.

4. Application Procedure

Enclose the required application documents listed below in an envelope and send it to the Academic Affairs Section by registered express mail.

Address: Academic Affairs Section,
Graduate School of Business Administration, Kobe University
2-1, Rokkodai-cho, Nada-ku, Kobe-shi 657-8501, Japan
Tel: +81-78-803-7260 Fax: +81-78-803-7294
E-mail: bkyomu@b.kobe-u.ac.jp

Documents marked with ◆ are donwloadable from the web.

(1) Application Form and Curriculum Vitae◆	Please use the Graduate School's designated format. (A4 size, printed on both sides)
(2) Examination Fee	<p>In case you pay the examination fee from the bank in Japan, please pay the fee (JPY 30,000) by bank transfer (through Automated Teller Machine or internet banking is recommended) and submit the transfer bill. Please attach the receipt on either the application form (the position is predetermined) or a blank A4-size paper. Printed screen shot of the completed bank transfer of the internet banking is also acceptable. Account balance shall be blacked out.</p> <p>If you wish to remit the fee from overseas, please contact the Academic Affairs Section for details.</p> <p>*Transfer destination account: 三井住友銀行六甲支店 (普通) 4165080 国立大学法人神戸大学 Sumitomo Mitsui Banking Corporation, Rokko Branch, Savings Account 4165080, National University Corporation Kobe University</p> <p>*Payer's name: Must be "M45○○○○" (○○○○ is the name of the applicant. Name in Katakana is also acceptable).</p> <p>*Please make sure to input the applicant's name instead of the account holder's name if the account does not belong to the applicant.</p> <p>*Bank Transfer fee should be borne by the payer.</p> <p>International students on a MEXT Scholarship should submit a copy of their MEXT Scholarship Certificate instead of the examination fee.</p> <p>*Note 1 applies.</p>
(3) Research Plan◆	Please use the Graduate School's designated format. (A4 size, printed on both sides, 5 copies)
(4) Previous Research Output or Documented Proof of Basic Scholastic Abilities	<p>Applicants must submit their major research outputs which show their potential research capability (up to 3 items, 5 copies of each): examples include a copy of graduation thesis, copies of term reports, copies of presentation slides, copies of GMAT/GRE scores, etc. Once submitted, documents will not be returned.</p> <p>*Note 3 applies.</p>
(5) Documented Proof of	TOEFL (Internet-based Test) Examinee's Score Record (original), IELTS (Academic

English Proficiency	<p>module) Test Report Form (original), or TOEIC Official Score Certificate (original) are required. Instead of submitting test scores, applicants who have graduated from a university or graduate school (excluding distance learning programs) where English is the official language of instruction can submit a certificate of graduation and academic transcripts.</p> <p>Note: Facing the world wide infection spread of the Coronavirus (COVID-19), if you cannot take any of the above tests, please contact the Academic Affairs Section before you submit your application documents, as soon as possible.</p> <p>Scores of TOEFL-ITP, TOEIC-IP, TOEIC SW, or TOEIC-Bridge are not accepted. We accept the score of ‘IELTS Indicator (Academic)’, ‘IELTS Computer-delivered (Academic)’, ‘TOEFL iBT Special Home Edition’, and ‘TOEFL iBT Home Edition’ only for the exam of this time.</p> <p>If you submit a score of revised TOEFL Paper-delivered Test, please contact the Academic Affairs Section before you submit your application documents.</p> <p>*Note 1 applies.</p>
(6)Examination Admission Slip◆	<p>Please use the Graduate School’s designated format. (one slip printed on an A4 size)</p> <p>Attach a passport-sized photograph (4×3cm) with your Examination Admission Slip. Your photograph must show your full face, without a hat, and have been taken within the past 3 months.</p>
(7)Academic Transcript	<p>Submit an original transcript issued by the president (or dean) of the university from which you graduated.</p> <p>*Notes 1 and 2 apply.</p>
(8)Certificate of Graduation or Expected Graduation	<p>Submit an original certificate of graduation or expected graduation issued by the president (or dean) of the graduate school from which you graduated.</p> <p>*Notes 1 and 2 apply.</p> <p>If you graduated from a foreign university, you must also submit a certificate for your bachelor’s degree (e.g., a copy of your diploma).</p>
(9) Applicant Evaluation Form◆	<p>Two applicant evaluation forms must be submitted using the Graduate School’s designated format. Two separate evaluators should complete the applicant evaluation forms. Suitable evaluators include university professors who have supervised the applicant, superiors at the applicant’s current company or research institute, or an equivalent. Each evaluation form must be sealed in the envelope, with a seal or signature placed over the flap. A specific envelope size or format is not required.</p>
(10)Certificate of Residence or Copy of Residence Card (Foreigners only)	<p>Foreign applicants residing in Japan should submit an official document indicating their Japanese residency status as issued by the head of their residential city/ward/town/village, such as a Copy of Resident Record (must be issued within the past 30 days). A photocopy of both sides of Residence Card is acceptable.</p>
(11)Address Slip◆	<p>Please use the Graduate School’s designated format. (two slips printed on an A4 size)</p>
(12)Self-Addressed Stamped Envelope (Only for applicants in Japan)	<p>Please enclose a standard size (23.5 cm × 12 cm) self-addressed envelope with your name, address, and zip code and postal stamps attached for return postage (express mail postage of JPY 344 if mailing from within Japan). If you request for sending outside of Japan, please contact the Academic Affairs Section.</p> <p>*If you live overseas at the time of application, we will send you an admission slip by e-mail.</p>
(13)Others: Proof of Japanese Proficiency	<p>A copy of the Japanese Language Proficiency (JLPT) scores report is acceptable. (not compulsory)</p>

Note 1: Each certificate must be the original.

Note 2: As for documents such as certificates prepared in languages other than English, please attach a Japanese or English

translation with a certificate of translation issued by a public institution such as the relevant consulate or embassy (The certificate in Chinese should be translated at a public institution in China)

Note 3: Please prepare and attach your own translation (English or Japanese) for research papers or related documents in languages other than English or Japanese.

Note 4: If your name has changed for any reason, and those on the application for enrollment and the certificates differ, please attach a certificate issued by a public institution that can confirm the change.

5. Obtaining the Application Forms

Please download the application forms from the website (<https://sesami.b.kobe-u.ac.jp/admission/>).

6. Screening Method

Admission selection will be based on all application documents submitted.

7. Announcement of Results

Friday, March 18, 2022, 2:00 p.m.

The admission results will be posted on the web site of the Graduate School of Business Administration. (<https://b.kobe-u.ac.jp/>). The official letter for successful applicants will be sent by post as well. No telephone or e-mail inquiry is accepted.

8. Admission Fee

(1) Entrance fee: JPY 282,000

(2) Tuition fee (per semester): JPY 267,900 (annual amount JPY 535,800)

(The above-mentioned entrance and tuition fees apply for the 2021 academic year. If the tuition fee changes while students are enrolled, the new tuition fee will be applicable from the date of revision.)

9. Handling of Personal Information

(1) Personal information obtained by the Kobe University will be handled in the strictest confidence, in compliance with the Protection of Personal Information Act and other related laws and regulations, as well as Kobe University Guidelines on Personal Information Protection.

(2) Personal information used in applicant selection, such as examination results, shall be used for applicant screening, announcement of examination results, enrollment procedures, and the creation of study materials for the purpose of improving future applicant screening and education program. No individual can be identified in any form of publication.

(3) Personal information provided during the application process shall be used for student support services including health management, exemption from tuition fees, and scholarship applications, as well as for purposes such as academic instruction and other administrative procedures.

(4) Some work may be commissioned to a third party (hereafter referred to as a contractor). When commissioning work, all or part of the personal information shall be provided to the contractor to the extent necessary to conduct the work, after imposing a confidentiality agreement.

10. Important Notes

(1) Changes to information included in application documents will not be accepted after submission. The examination fee is non-refundable and no application documents will be returned after submission.

(2) An offer of admission may be subsequently rescinded where false information is provided by the applicant in the application or other related documents.

(3) Though an academic year begins in April and ends in March of the following year at the Kobe University, SESAMI Program starts from October.

11. Inquiries about Obtaining and Submitting Application Forms

For further inquiries, please contact the Academic Affairs Section:

Academic Affairs Section,

Graduate School of Business Administration, Kobe University

2-1, Rokkodai-cho, Nada-ku, Kobe-shi 657-8501, Japan

Tel: +81-78-803-7260 Fax: +81-78-803-7294

E-mail: bkyomu@b.kobe-u.ac.jp

【Number of successful applicants in the past】

	2018		2019		2020		2021	
	Winter	Spring	Winter	Spring	Winter	Spring	Winter	Spring
Applicants	23	19	4	17	8	35	17	33
Examinees	23	19	4	17	8	35	17	33
Successful applicants	12	5	2	10	4	10	7	8
Enrollees	10	4	2	5	3	7	-	-