

## The ICMP Advantage



As business opportunities increase throughout the world, JAAMS trains managers on the core qualities that are essential for success in the international arena—cross-cultural sensitivity, communication and management skills, and a solid understanding of global business issues. JAAMS offers an ideal management program together with a Pacific Rim location, an exceptional faculty, and an international group of participants.

In four months, the JAAMS Intercultural Management Program (ICMP) prepares you for today's multicultural business environment. ICMP is an intensive, graduate diploma program that focuses on U.S. business principles and methods. Courses include business English communication, intercultural studies, project management, information technology, financial accounting, investment management, marketing, negotiation, entrepreneurship, and the U.S. legal system. While the primary emphasis is on U.S. business management, global business and cultural issues are also explored. Courses are



taught in English, and computer use is integrated both in the class and in assignments. You are required to have at least three years of relevant full-time work experience before entering the program.

ICMP also offers the Business Exchange Program (BEP), where selected participants may intern with companies in the United States for two months after completing the ICMP coursework in Honolulu. Another option is the Reims International Management Programme in France.

### ICMP Advantages

- **Targeted Program:** Designed for those involved or interested in U.S. business, ICMP emphasizes business and intercultural management courses.
- **Expert Faculty:** Courses are taught by JAAMS instructors, business executives and affiliate faculty.
- **Intensive Format:** Four-month program minimizes time away from your own company.
- **Business Exchange Program:** An optional two-month program following the ICMP coursework gives you real-world experience

while working in a company or organization in the U.S.

- **Multicultural Setting:** Hawaii—the center of the Asia-Pacific arena—offers diverse experiences that enrich multicultural learning.



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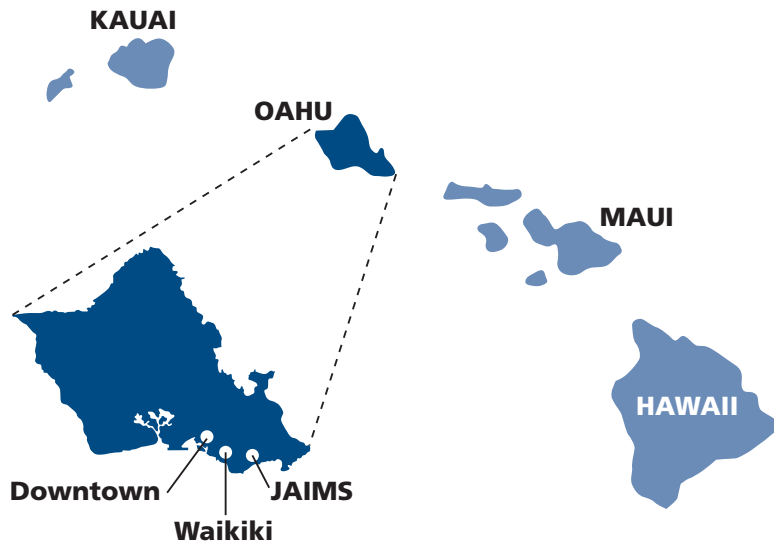
# JAIMS—Connecting Careers, Cultures and People



AIMS, a nonprofit postgraduate institute, has been a pioneer in intercultural management education since 1972. Over 20,000 participants from more than 50 countries have come to JAIMS to study intercultural business management, cross-cultural communication, business language, and information technology. Fujitsu Limited, a leading provider of customer-focused IT and communications solutions for the global marketplace, established JAIMS 34 years ago in the Honolulu suburb of Hawaii Kai with a support office in Tokyo.

## Programs for Managing Business Across Cultures

JAIMS addresses the critical issues of managing business across cultures through its comprehensive academic programs—the ICMP and two MBA programs, the Japan-focused Master of Business Administration (JEMBA) and the China-focused Master of Business Administration (CHEMBA). The 15-month MBA programs are offered in conjunction with the University of Hawaii at Manoa College of Business.



## Intensive Business Communication

All academic programs at JAIMS incorporate intensive business communication courses covering language and culture. This communication component—which focuses on English for ICMP—is aimed at developing in-country survival skills and language proficiency within a business context. Both verbal and non-verbal communication skills are addressed, together with Western business protocol and social etiquette.

## Hawaii—Paradise for Intercultural Education

JAIMS participants agree that Hawaii provides a unique experience for enhancing Asia-Pacific cultural sensitivity. The international mix of JAIMS participants adds a wide variety of global perspectives to the study of intercultural management. Each year, Fujitsu Ltd. supports the diversity of the program and demonstrates its commitment to international business education by awarding generous scholarships to qualified participants from the Asia-Pacific region.

## Faculty

Programs and coursework at JAIMS are taught by JAIMS core instructors; business executives from well-known academic, research and nonprofit institutes as well as private organizations; and affiliate faculty from institutions such as the University of Hawaii at Manoa, Hawaii Pacific University, Chaminade University of Honolulu, and the East-West Center.



**I wanted to expand my company's global market share so the ICMP was the best choice for me -- I was able to study English and learn about global business at the same time.**

**ICMP classes were conducted in English, and I also communicated with my classmates in English outside of the classroom. I even had to think in English. In this immersion environment, I saw my language ability improve tremendously.**

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Kiminori Otani  
Nohmi Bosai Ltd.  
International Division  
Japan

## Facilities and Environment

JAIMS is located in the Hawaii Kai district of Honolulu, Hawaii on the island of Oahu. It is an approximate 20-minute drive from the downtown business area or Waikiki. Hawaii was selected as the campus site for JAIMS because of its crossroads-of-the-Pacific convenience and for its multiethnic community linking East and West.

The JAIMS campus includes a two-story, air-conditioned building that blends harmoniously with its six-acre environment. Ample free parking is available on campus, and bus stops are located nearby.

On-campus facilities include an executive seminar room, classrooms and conference rooms, computer and multimedia labs with personal computers for participant use, and a student lounge.

JAIMS makes extensive use of information technology. The computer lab, equipped with multimedia PCs, provides access to word processing, spreadsheet, database, presentation software and the Internet. The Internet can be accessed from JAIMS classrooms through the local area network/wireless network and can be displayed on large-screen computer video projectors. Students may also access the

Internet from their own laptop computers through JAIMS' campus-wide wireless network. All participants are given e-mail addresses for use while at JAIMS.

The Takuma Yamamoto e-Learning Center is a technology-based information services center for participants, faculty, staff, and alumni. The facilities and meeting spaces support collaborative group study and enable the use of electronic, multimedia, and library resources. The Center's resources include over 2,500 books, and other printed and audio-visual materials; online business-related databases; and internship and research reports of former JAIMS students.

## Language of Instruction

English is the language of instruction for ICMP, and participants are required to express themselves in English while at JAIMS. Students should be prepared to do extensive reading assignments and research in English and to engage in class discussions and activities. JAIMS also encourages participants to find outside activities where English is used and to socialize with people who speak English to further enhance their communication and language learning.

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## Curriculum and Course Descriptions



The ICMP is a four-month curriculum that enhances English communication skills, builds confidence in intercultural business situations, and sharpens global management knowledge. The curriculum consists of three groups of courses:

- **Workshops**—A group of noncredit, required courses taught during the first week of ICMP. These courses prepare you for the credited curriculum.
- **Required Courses**—Five intercultural communication and management courses, consisting of a total of 10 credits.
- **Elective Courses**—A group of courses from which you choose a minimum of 7 courses (14 credits).

To fulfill the requirements of ICMP and receive the Graduate Diploma, all participants must complete a minimum of 24 total credits with a cumulative grade point average of 3.0. Courses are listed below.

### Workshops (Noncredit, Required)

#### Fundamentals of Writing

This workshop helps participants develop strategy and style in basic written communication, with a focus on developing a resume.

#### Computer Skills for the Workplace

A series of workshops offering hands-on lessons in MS Word, Excel, and PowerPoint at the beginner and intermediate levels.

#### Critical Thinking

This workshop challenges participants to “think outside the box,” assess situations critically, and pose appropriate questions for effective problem-solving and decision-making.



### Required Courses (10 credits)

#### IM 521R Intercultural Negotiation (2 credits)

This course focuses on deal-making and dispute resolution in the context of international business transactions with an emphasis on cross-cultural conflicts. Students study and practice negotiation, mediation (“conciliation”), and arbitration through role play and simulation.

#### IM 523R Developing Distinctive and Effective Leadership (2 credits)

In order to assist students in developing self-leadership that is both distinctive and effective, this course provides a vehicle for them to understand their own style of leadership and learn how to manage those who have styles different from themselves. Students are provided with opportunities to learn about the basic leadership process in order for them to discover ways to contribute to synergistic team work. Class sessions will include lecture, discussion of classical and contemporary leadership case studies, as well as simulations and other experiential activities.

### **IM 524R International Business (3 credits)**

This course provides participants an interactive, hands-on, and practical experience integrating all disciplines of international business: corporate strategy, business research, legal, regulatory, marketing, sales, operations, finance, accounting, human resources, and negotiation. Class sessions will include lectures, discussions of current business articles and/or case analysis. Lectures will be based primarily on a model where a foreign firm is planning an expansion into the U. S. market. Current business articles and case analyses will involve the global market place. A team project to develop a business plan incorporating all disciplines of international business will culminate this course.

### **MGT 513R Making Effective Presentations (2 credits)**

The purpose of this course is to learn how to conceptualize, develop, and deliver effective business presentations to an international audience in English. Students will learn the essential elements of effective presentations and have the opportunity to present in class. Appropriate use of visual aids and PowerPoint will be encouraged.

### **MGT 515R Issues for Global Managers (1 credit)**

This course includes a series of lectures, site visits and team-building activities that assist students in appreciating several key areas of doing business in the U.S.: corporate citizenship, cultural sensitivity, entrepreneurship, interpersonal skills, and preparing for the international assignment.

## **Elective Courses (14 credits minimum)**

### **BC 500 Communication for Global Business (2 credits)**

This course helps students in developing an influential communication style and applying communication skills in practical business situations. Discussions and activities simulate communication tasks encountered in U.S. business relations.

### **BC 501 Written Business Communication (2 credits)**

This intensive course is designed to equip students with the basic knowledge and skills they will need to produce effective written correspondence in an American business setting.

### **MGT 530 Navigating the U.S. Legal System (2 credits)**

This course examines the U.S. legal system and regulatory environment. Participants study the policies behind U.S. law and also the law on foreign corporations and/or their subsidiaries operating within the United States.

### **MGT 532 Financial Accounting for Managers (2 credits)**

This course introduces financial accounting and methods used to record and report financial information to external decision makers, including how certain accounting data are used in management planning and control processes.

### **MGT 539 Nuts & Bolts of Entrepreneurship (2 credits)**

This course is designed to instruct students on how to formulate, plan, and implement a new venture. Students will learn by example as they encounter case studies and entrepreneur profiles throughout the course that illustrates successful and not-so-successful ventures.

### **MGT 541 Global Investment Management (2 credits)**

This course will cover the business of investment banking and the money management industry. Analysis of financial statements of various companies will be studied. Equity research will include fundamental, technical and quantitative techniques. Investment concepts are taught using group exercises in class.

### **MGT 542 Global Marketing (2 credits)**

Global Marketing is designed to provide students a fundamental understanding of marketing in a multicultural, multinational environment. Participants will gain experience in analyzing marketing opportunities in a global environment and will develop strategies



**During the ICMP, I had the chance to exchange ideas with people from different countries, cultures and professional backgrounds.**

**As most of the assignments required us to work in pairs or groups, I learned a great deal from my classmates, specifically about how to cooperate and move beyond cultural differences. Furthermore, I built an international network that I could never create anywhere else.**

**The ICMP was an unforgettable experience that far exceeded my expectations. This was a unique experience that can only be found in Hawaii, and the friendships I developed at JAAMS will last a lifetime.**

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Duangkamon Sitthikornrojje  
Owner  
SKM Marketing  
Thailand



**During my time at JAAMS, I gained valuable knowledge of Western-style management. The relaxed discussions with classmates led to creativity and ideas. Through my internship at the East-West Center, I learned much about efficiency and open-mindedness, and I benefited from the multicultural diversity of my colleagues. What I learned will make an impact on the rest of my life.**

Li Xuan  
Manager, Technical  
Support Department  
NEC  
People's Republic of China

and tactics for a successful marketing initiative. The course includes marketing case analysis to hone critical thinking skills and a module on brand strategy. The team-based marketing project will provide students the opportunity apply learning in a practical, hands-on learning environment.

#### **MGT 543 Project Management (2 credits)**

This introductory project management course is designed to acquaint students with practical techniques for successfully completing projects within time, budget, and scope/quality constraints. Students learn a step-by-step model to initiate, plan, execute, control, and close a project. Proven project management techniques will be applied to an in-class project through which participants will learn to identify appropriate control steps. In addition, techniques for gathering, analyzing, and communicating essential information specific for each process area will be covered. Guest speakers from the business community will be invited to share their experiences and expertise in project management throughout the course.

#### **MGT 544 Information Systems in Organizations (2 credits)**

This course will improve the participant's understanding of how organizations develop and use information technology in business processes. Participants will gain insight into the "real world" of management information systems (MIS) professionals through use of case studies, readings and discussions on MIS topics, in order to understand the role of MIS professionals and the IS department in modern business organizations. The course is primarily a seminar and will include a variety of learning formats, including lectures, student presentations, discussions and online learning.

### **A Typical Week in ICMP**

#### **Monday**

8:30 a.m.-9:50 a.m.

MGT 532 Financial Accounting for Managers

12:30 p.m.-3:20 p.m.

IM 521R Intercultural Negotiation

5:30 p.m.-8:20 p.m.

MGT 530 Navigating the U.S. Legal System

#### **Tuesday**

8:30 a.m.-9:50 a.m.

BC 501 Written Business Communication

2:00 p.m.-4:50 p.m.

MGT 513R Making Effective Presentations

5:30 p.m.-8:20 p.m.

MGT 543 Project Management

#### **Wednesday**

8:20 a.m.-3:30 p.m.

MGT 515R Issues for Global Managers: Site Visit to the City of Kapolei

#### **Thursday**

8:30 a.m.-11:30 a.m.

MGT 539 Nuts & Bolts of Entrepreneurship

2:00 p.m.-4:50 p.m.

MGT 541 Global Investment Management

#### **Friday**

8:30 a.m.-9:50 a.m.

BC 500 Communication for Global Business

2:00 p.m.-4:50 p.m.

MGT 515R Issues for Global Managers: Self-Image Projection

## Course List

### **Workshops (Noncredit, Required)**

Fundamentals of Writing  
Computer Skills for the Workplace  
Critical Thinking

### **Required Courses (10 credits)**

IM 521R Intercultural Negotiation (2)  
IM 523R Developing Distinctive and Effective Leadership (2)  
IM 524R International Business (3)  
MGT 513R Making Effective Presentations (2)  
MGT 515R Issues for Global Managers (1)

### **Elective Courses (14 credits minimum)**

BC 500 Communication for Global Business (2)  
BC 501 Written Business Communication (2)  
MGT 530 Navigating the U.S. Legal System (2)  
MGT 532 Financial Accounting for Managers (2)  
MGT 539 Nuts & Bolts of Entrepreneurship (2)  
MGT 541 Global Investment Management (2)  
MGT 542 Global Marketing (2)  
MGT 543 Project Management (2)  
MGT 544 Information Systems in Organizations (2)

***Note: Current course listing can be viewed at  
<http://www.jaims.org>***

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## Study Options



AIMS offers three study options -- one prior to the ICMP and two following the ICMP.

### **Increasing Competencies for International Communication (IC<sup>2</sup>) Program\***

The optional two-week Increasing Competencies for International Communication (IC<sup>2</sup>) program is ideal for those who want to develop a greater appreciation for and confidence in their own language style. The IC<sup>2</sup> program encourages participants to use language skills they already possess and focuses on English as an International Language (EIL) so that participants gain a deeper knowledge of how English is used around the world.

The IC<sup>2</sup> program is highly interactive; it allows participants to explore Hawaiian culture

Business exchange companies are located throughout the U.S., including San Francisco, Chicago, and New York.

and learn about American business through challenging learning activities including business interviews, site visits, class discussions, and role plays.

To further enhance their experience, many participants do homestays to gain first-hand experience of American life.

The \$1,500 tuition for the IC<sup>2</sup> does not include travel, living or other expenses incurred by the participant during the IC<sup>2</sup> program. Admission requirements for the IC<sup>2</sup> program are the same as for the ICMP.

### **Business Exchange Program**

Following the ICMP coursework, participants in good academic standing may enroll in the Business Exchange Program (BEP) -- an optional two-month (eight-week) internship that gives ICMP participants an opportunity to experience American business first-hand. JAISMS' network of BEP partners includes for-profit business and nonprofit organizations, large and small businesses, and both American-owned and foreign-owned



\* Non-ICMP participants are welcomed to enroll in the IC<sup>2</sup> program. Please contact JAISMS for more information.



companies located throughout the U.S. mainland and Hawaii (see listing at right).

In setting up the internship, JAAMS takes into consideration the ICMP participant's areas of interest, background, and company or career objectives. Before being accepted by the BEP company, participants are interviewed, either by phone or in person.

The BEP company's responsibility is to provide the participant with opportunities for experiencing real-world operations of the organization. The internship involves activities both in and out of the company, and includes supervised duties and independent study. Participants are not paid for their work.

Participants are also encouraged to involve themselves in daily American life outside the office. Whether situated in Silicon Valley or a metropolis like New York City, opportunities abound for experiencing the American way of life. Keeping an open mind and remaining flexible are keys to enjoying life in an unfamiliar city.

Homestays may only be available in certain internship cities and are arranged by JAAMS. Participants wishing to live independently may request assistance from JAAMS in finding suitable accommodations.

After completing the internship, the participant must present an oral report of the internship to faculty, staff, and classmates at JAAMS in Honolulu and submit a final written report.

The \$2,000 tuition for the BEP does not include travel, living or other expenses incurred by the participant during the internship period.



**The following companies have hosted ICMP participants as interns for the Business Exchange Program.**

889 Global Solutions, Ltd.  
Bishop Museum  
Cadence Design Systems, Inc.  
Capital Hunter, Inc.  
Cstar Optics  
CTA  
Energistics, LLC  
Franklin Covey Co.  
Fujitsu America  
Fujitsu Consulting  
Hawaii Winter Baseball  
Hawaii Women's Business Center  
Infopia, Inc.  
International Business Incubator (IBI)  
IW Group, Inc.  
Japan America Society of Hawaii  
Japan-America Society of Chicago  
Japan-America Society of Northern California  
JapanWorks Co., LLC  
JETRO Los Angeles  
Kahala Mandarin Oriental, Hawaii  
Kidde-Fenwal, Inc.  
Knickerbocker Village NY, Inc.  
The League of American Theatres and Producers, Inc.  
Lean Enterprise Institute  
LYV Enterprises, Inc.  
Mandarin Oriental, Miami  
Mandarin Oriental, San Francisco  
Starr Seigle Communications  
SWT US, Inc.  
SyMech, Inc.  
Teleclass4U.com  
Transitive Corporation  
US Triworks LLC  
Venture & Capital International LLC (VCI)  
Walt Disney World  
Westin St. Francis  
XCU Capital Corporation, Inc.



**The ICMP's curriculum is structured so that students are able to shape their professional direction. This flexibility has encouraged me to broaden my perspective and challenge myself to take classes outside of my core strengths. More than that, it is most remarkable to be learning directly from people who are bringing the immediacy of what's happening in the real world right into the classroom.**

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Lina Tan  
Director, SIF Scientific Equipment Pte. Ltd. and Regional Marketing Director, Pericom Imaging (Singapore) Pte. Ltd.  
Singapore



At the Reims Management School in France, participants are exposed to European business and culture.

### **Reims International Management Programme (IMP)**

A second study option offered to participants in good academic standing is the International Management Programme (IMP) at the Reims Management School, in Reims, France. The IMP enables participants to have a cross-cultural learning experience on an international campus with MBA-level students and professors from different countries. Reims Management School is an EQUIS business school, the accreditation standard awarded to only the top business schools in Europe. Reims has approximately 1,500 undergraduates and 500 MBA-level students, and has exchanges and alliances with more than 30 universities and institutions around the world.

The goal of the IMP is to help participants better understand international business and the European perspective on

global economy and to make them aware of the impact of cultural differences on management techniques and practices. Participants spend two months in France, taking courses that focus on business opportunities and challenges in the international environment (with an emphasis on Europe) and international management issues. Courses are taught in English by instructors drawn from educational institutes throughout the world. Field trips to French businesses and cultural sites are an integral part of the program.

The Reims IMP is only offered in the fall term. The \$2,500 tuition does not cover travel, living, or other expenses. Reims Management School will assist with accommodations on- or off-campus.

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## Academic Services

**T**he academic services department at JAAMS provides assistance with admissions, immigration, housing, and other key concerns. Academic services also encourages you to experience the uniqueness of Hawaii and the multicultural diversity of the student body by participating in a variety of academic, cultural, social, and professional activities.

### Housing

JAAMS does not have dormitory facilities. However, to assist you in locating suitable housing, the academic services department maintains a housing database of rooms for rent in houses and apartments. Fully furnished rentals range in price from approximately \$400 to \$1,600 or more per month, depending on whether participants live in a private apartment, share an apartment, or rent a room in a house or an apartment.

Some participants prefer to live near the activity surrounding Waikiki and the University of Hawaii at Manoa. However, renting a room in a house or an apartment in Hawaii Kai near JAAMS is typically less expensive and is preferred by most participants. Shopping, banking, and other services are also conveniently located in Hawaii Kai.

Participants may rent from a host family or a landlord. A host family usually has daily interaction with the participant and may include him or her in family activities. A landlord usually has very little interaction with the participant.

### Pre-Housing Arrangement

JAAMS conducts a housing orientation on the first day of ICMP. JAAMS recommends making housing arrangements after arriving in Hawaii so that you may see the different areas in which to live on Oahu.



Honolulu is a cultural crossroad in the heart of the Pacific.

### Transportation

There are several options for transportation on Oahu, including driving a car, riding the bus or a bicycle, or walking. Participants who opt to have a car usually rent or purchase a vehicle. International students must have a current, valid driver's license from their home country and an international driver's license in order to drive in Hawaii. Automobile insurance is mandatory by law in Hawaii for both rented and purchased cars. To rent from a major car rental company in the United States, you must be at least 25 years old, a licensed driver, and the owner of a major credit card. Rates vary depending on the length of rental and the type of car rented.

The city bus conveniently stops near JAAMS, with service to Waikiki, the downtown area, and around the island. A bus pass, with unlimited rides, is available throughout Oahu for approximately \$40 per month.

Participants who live in Hawaii Kai usually walk or ride a bicycle to JAAMS and to surrounding shopping facilities.



**I was able to develop confidence in my business skills during my time in Hawaii. JAIMS opened my eyes to a new world, and the lessons I learned were directly applicable to my professional life in Japan.**

**Upon my return to Japan, I was one of the few English speakers in my division with technical knowledge so I was placed in charge of relations with overseas customers. As such, I have been using the skills I learned during the ICMP on a daily basis.**

**My JAIMS experience will be a great asset to me as I pursue higher education in semiconductor engineering.**

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Akira Eguchi  
Fujitsu Ltd.  
Japan



## **Intercultural Opportunities and Activities**

JAIMS encourages all participants to engage in professional and community-oriented activities that will enhance intercultural learning. Local company visits are organized throughout the program so that you may gain a practical understanding of American management theories through discussions with company representatives.

Extracurricular events, such as international night and dessert socials, are offered to enhance personal relationships among the JAIMS faculty, staff, other program participants, and the community.

Recreation and sports activities, such as scuba diving, snorkeling, hula, tennis, hiking, golf, swimming, gym facilities/recreation areas, and a movie theater, are located within minutes of JAIMS. Volleyball, table tennis, and basketball equipment are available for use at JAIMS, while a piano is located in the cafetorium and a television is in the student lounge. The Honolulu Marathon, an annual event, takes place in December. In the past, a small group of ICMP participants has often trained for and run the marathon together.

## Admission



here are three key requirements for admission to the Intercultural Management Program:

- A bachelor's degree (or an equivalent four-year baccalaureate degree) in any discipline from a regionally or nationally accredited institution
- A minimum of three years of full-time work experience
- A minimum TOEFL (Test of English as a Foreign Language) score of 500 (173 for the computer-based test), TOEIC (Test of English for International Communication) score of 600, or IELTS (International English Language Testing System) overall band test result of 5.00 or higher

An applicant who does not meet these minimum requirements may be considered for admission on a case-by-case basis.

### Application Process

All ICMP applicants must submit a completed ICMP application to JAAMS or the JAAMS Japan Office (JJO) by the application deadline, together with a student copy or photocopy of a TOEFL, TOEIC, or IELTS score report from a test taken within two years of the date of the application. A score from a TOEIC administered by JJO is also acceptable. Applicants who hold a bachelor's or advanced degree that includes at least two years of full-time coursework within the last five years from an accredited college or university in the United States, Australia, United Kingdom, or New Zealand, or from a university in Canada, Africa, or Singapore where English is the language of instruction are exempt from taking the TOEFL, TOEIC, or IELTS. Official transcripts must be sent directly from each institution attended to JAAMS or JJO.

Participants may view the JAAMS Web site at <http://www.jaams.org> for detailed information

about passports, tuition, health insurance, housing, and transportation. The admissions officer can help with admissions, immigration, health insurance plan enrollment, and transcript requests.

### Payment Policies

A \$500 nonrefundable deposit is due one week after the application deadline if the applicant is approved for admission. The balance of tuition and fees are due and payable one month after the application deadline. Payment by cash, check, money order, credit card, or wire transfer is accepted.

### Tuition, Fees, and Estimated Expenses

ICMP Tuition	\$7,500 <sup>1</sup>
Estimated Living Expenses (Honolulu)	\$5,700 <sup>2</sup>
Increasing Competencies for International Communication (IC <sup>2</sup> ) Program	\$1,500 <sup>3</sup>
IC <sup>2</sup> Program Living Expenses	\$750 <sup>4</sup>
Business Exchange Program (BEP)	\$2,000 <sup>3</sup>
BEP Living Expenses	\$5,530 <sup>4</sup>
Reims IMP	\$2,500 <sup>3</sup>
Reims IMP Living Expenses	\$5,500 <sup>4</sup>
<b>Total Estimated Cost</b>	<b>US \$13,200–\$23,450</b>

<sup>1</sup> Includes books and class fees.

<sup>2</sup> Includes estimates for food, housing, and public transportation.

<sup>3</sup> Optional. (The BEP and REIMS IMP are for qualified participants.)

<sup>4</sup> Optional: includes estimates for car rental, food, housing, and airfare, if applicable.

### Test Contacts

#### TOEFL

TOEFL Services  
P.O. Box 6151, Princeton, NJ 08541-6151 USA  
Phone: 609-771-7100  
E-mail: [toefl@ets.org](mailto:toefl@ets.org); Web: <http://www.ets.org/toefl>

#### TOEIC

TOEIC Services America  
1425 Lower Ferry Road, Ewing, NJ 08619 USA  
Phone: 609-771-7122  
E-mail: [tse@ets.org](mailto:tse@ets.org); Web: <http://www.ets.org/toeic>

#### IELTS

Web: <http://www.ielts.org>  
E-mail: [general.enquiries@britishcouncil.org](mailto:general.enquiries@britishcouncil.org)  
[ielts@idp.com](mailto:ielts@idp.com)

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## Academic Regulations



CMP students must complete a minimum of 24 credit hours of coursework to fulfill program requirements successfully. The credit hours are determined by the amount of lecture, laboratory, and field experience hours for each course. Thorough preparation of assignments and enthusiastic participation during class activities are required.

### Grades and Academic Standards

Letter grades are based on the following 4.0 scale:

Grade	Grade Points	Achievement
A	4	Excellent
B	3	Good
C	2	Average
D	1	Below Average
F	0	Failure
W	0	Withdrawal

The grades for all courses are used to calculate the cumulative grade point average (GPA) at the end of the program. The GPA is computed by dividing the total grade points by the total credit hours earned. You must have a minimum 3.0 GPA in order to participate in any of the study option programs and to receive the Graduate Diploma.

### Graduate Diploma

JAISMS awards a Graduate Diploma when you successfully fulfill the requirements of the ICMP with a minimum cumulative GPA of 3.0 within four consecutive months (for participants not enrolled in a study option) or six consecutive months (for participants enrolled in a study option). An exception to this regulation may be granted by the vice president for academic affairs.



## Scholarships and Honors



AIMS has scholarships available for qualified applicants and participants. Several distinctive honors are also awarded at the end of the four-month ICMP curriculum.

### Scholarships

The Fujitsu Asia Pacific Scholarship Program, established by Fujitsu Ltd., covers program fees and a stipend for the four-month ICMP. The scholarship is available to citizens of Cambodia, China, India, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Sri Lanka, Thailand, and Vietnam. Special conditions apply to China, Myanmar, and Vietnam. Contact JAAMS or the Fujitsu Ltd. office in your home country for an application or access the Fujitsu Scholarship Web site for more information (<http://www.fapsp.com>).

The Foundation for International Information Processing Education (FINIPED) Scholarship, valued at up to 350,000 yen, is awarded to qualified Japanese citizens. For application, contact the JAAMS Japan Office, 1-1, Kamikodanaka 4-chome, Nakahara-ku, Kawasaki-shi, Kanagawa-ken 211-8588, Japan (Company Mail No./HON-0728).

The Funika Scholarship, established in 1998 by JAAMS alumnus Nuri Sözkese and his wife, Ilknur. Those eligible for consideration are students from developing countries with a GPA of 4.0 in all JAAMS graded courses prior to the internship/field study in Japan, France, or the United States. The maximum award is \$500.

### Honors and Awards

A Graduate Diploma with Highest Distinction is awarded to students who



**The ICMP is a short yet effective program that not only helped improve my English, but also enriched my knowledge of intercultural management.**

**By interacting with classmates and lecturers from around the world, I became more effective in working with people from other cultures and backgrounds.**

**My ICMP experience allowed me to grow as a professional and was critical for my job of assisting foreigners who are doing business in Indonesia.**

Elvia Tjhin  
Personal Assistant  
PT. Cipta  
Mapan Logistik  
Indonesia



JAAMS President Glenn Miyataki with winner of the Students' Choice Award, Yin Shan (Vikki) Kong.

complete the ICMP with a cumulative GPA of 4.0; With High Distinction is awarded to those with a cumulative GPA of 3.8 or higher.

The President's Business Plan Award is presented to the winner of the ICMP Business Plan Competition.

The Francis A. Wong Award for Leadership is presented by JAAMS to the ICMP student at the end of the program on the basis of "promising entrepreneurial skills as evidenced by demonstrative initiative and leadership qualities during his/her attendance as a student of JAAMS." The recipient's name is engraved on a plaque displayed at JAAMS.

The Students' Choice Award is presented to the student selected by classmates based on criteria determined by class members. The recipient's name is engraved on a perpetual trophy, and the recipient gives the ICMP class speech during the Closing Ceremony.

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## ICMP Objectives



he objective of the Intercultural Management Program (ICMP) is to help its graduates adapt successfully to globalization through education and training in business functions from the Western perspective, global issues, and cross-cultural sensitivity.

### Management Competencies

Upon successful completion of ICMP, graduates will have acquired the following competencies:

- **Communication:** Business English communication competency (speaking, listening, writing, reading, public speaking and presentation, negotiation, nonverbal communication); information communication; formal communication.
- **Planning and Administration:** Understanding how to develop and use a business plan; information gathering, analysis, and problem solving; planning and organizing projects; time management; budgeting and financial management.
- **Global Awareness:** Understanding global issues, cultural knowledge and understanding; cultural openness and sensitivity; social responsibility; cross-cultural diversity and values.
- **Self-Management:** Critical thinking ability, including decision-making and problem-solving skills; self-assessment and creative thinking; integrity and ethical conduct; personal drive and resilience; balance of work and life demands; self-awareness and development.
- **Leadership and Management Skills:** Management functions such as teamwork (team design; creation of a supportive environment; management of team dynamics); strategic action; and industry and organizational understanding, including organizational behavior and change.