



Cover: The calligraphy translates as "bright future."

The road to global business success in Japan and China runs directly through Hawai'i.

Presenting the Japan-focused and China-focused MBAs: globally driven with a cross-cultural perspective.

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If you see yourself working for a company based in Japan or China, or for a company with strong ties to Japan or China doing business in the United States, the partnership of the University of Hawai'i at Mānoa College of Business and JAIMS (Japan-America Institute of Management Science) offers the perfect calling cards: two 15-month programs leading to a Japan-focused or China-focused AACSB International accredited MBA degree and a Japan-focused or China-focused Management Certificate.

What sets these programs apart is a three-month corporate internship in Japan or China, preceded by one solid year of MBA coursework with a strong emphasis on business language and cultural training. And Hawaii offers the ultimate multicultural setting to network international relationships while preparing for business success in Asia.

The University of Hawai'i at Mānoa College of Business and JAIMS are both universally recognized for decades of excellence in international business with an Asia-Pacific focus.

The road is open. Experience the journey to success in Asia.



The Japan-Focused/China-Focused MBA Advantage

Your investment in graduate education in management must produce the returns that make it a worthwhile undertaking. As an applicant to the Japan-focused or China-focused MBA (JEMBA/CHEMBA), you will also be looking at other top MBA programs. All of these programs will give you a solid foundation in the principles of management, taught by faculty with international reputations.

The advantage of the Japan-focused or China-focused MBA is that it will provide you with a real internship at a company in Japan or China, giving you a solid understanding of doing business in those countries. In the JEMBA or CHEMBA program you will become proficient in business Japanese or Mandarin—while few of your MBA competitors in the job market will have learned a language as intensively. Fewer still will have combined their language skills with a three-month internship. An even smaller number will have pursued their education in the truly multicultural classroom and social environment that Hawai'i offers.

Global Network Becoming a participant in the JEMBA/CHEMBA network begins with the admission process, which produces a cohort of students that are among the most interesting people you will ever meet. Participants are from the United States, Asia, and Europe. This unique blend of nationalities makes for a

dynamic group of participants and the small class size allows for lively interaction, teamwork, and support.

Language-Enriched Curriculum

At the outset of the Japan-focused or China-focused MBA program, students delve into core MBA courses in marketing, finance, organizational behavior, and strategy. As the program progresses, advanced courses in international business focus on Japan and China. Integrated throughout the program are intensive Japanese and Mandarin business language and communication courses—while the final month of language classes are conducted immersion-style, preparing you for active language use during your internship.

Capstone Internship The internship at a business or company in Japan or China is the definitive experience for Japan-focused and China-focused MBA students, bringing to the forefront the business knowledge, language, and intercultural skills learned in the coursework. During the internship, you will be at one firm but will



have access through your classmates to a core group of companies (see list on page 9). Moreover, you will begin to establish your own network of contacts.

Asia-Focused Degree At the end of your internship, you and your classmates will receive your MBA degree at a ceremony in Japan. You will also be awarded the Japan-focused or China-focused Management Certificate, reflecting your intensive language and culture studies. It is also during the internship that you will be finalizing your post-graduation employment plans. Some graduates have remained in Asia to work (where there are active alumni groups); others have returned to their home countries. Nearly all have found satisfying, challenging positions in interesting and innovative companies, where they can contribute not only to their firms but also to the societies in which they live.

As a JEMBA or CHEMBA graduate progressing throughout your career, you will draw on the network of contacts you made in graduate school, in Hawai'i, and during your internship. This network will grant you inside, firsthand information on Asian affairs and reaffirm the business and personal relationships that began in the unique MBA program you attended in Hawai'i. Such is the JEMBA and CHEMBA advantage.

WHERE OUR GRADUATES WORK

A.S. Watsons & Co. Ltd., HONG KONG	Hawaii Visitors & Convention Bureau, USA	Pearson Financial Group, USA
Adaptec Inc., USA	Harel-Hertz Investment House Ltd., ISRAEL	Penguin Computers, USA
AFLAC International Inc., JAPAN	Hawaii Primary Care Association, USA	Philips Lighting, INDONESIA
Agilent Technologies Singapore Pte. Ltd., SINGAPORE	Health & Welfare Bureau, HONG KONG	PricewaterhouseCoopers, JAPAN and PHILIPPINES
AIC Corp., JAPAN	Hewlett-Packard Co., USA	ProLogis Korea Management, SOUTH KOREA
Air Products & Chemicals (China) Investment Co. Ltd., TAIWAN	Hitachi Global Storage Technologies, USA	Prospect Asset Management, JAPAN
AM Partners Inc., USA	Hong Kong & Shanghai Banking Corp. Ltd., HONG KONG	PSA Corp., SINGAPORE
Amanah Futures & Options, MALAYSIA	Hong Kong Dragon Airlines Ltd., HONG KONG	Purefoods-Hormel Co., PHILIPPINES
American Computer Experience, USA	Horseshoe, TAIWAN	PT Astratel Nusantara, INDONESIA
Apax-Globis Partners & Co., JAPAN	Housing & Development Board, SINGAPORE	PT Bahana TCW Investment Management, INDONESIA
Bank of Hawaii, USA	HRnet One K.K., JAPAN	PT Dai-ichi Kangyo Panin Leasing, INDONESIA
Basic Capital Investments Corp., PHILIPPINES	Hyundai Motors India Ltd., INDIA	PT Delta Marina, INDONESIA
BEA Systems Ltd., HONG KONG	IBM Corp., CANADA	PT Ericsson Indonesia, INDONESIA
Better than Ice Cream Inc., PHILIPPINES	imaHima Inc. (Tokyo), JAPAN	PT Net Nusantara, INDONESIA
BlackRock Japan, JAPAN	IMR Global Corp. Ltd., JAPAN	Raffles International Ltd., SINGAPORE
Bloomberg, JAPAN	Infinium Corp., JAPAN	Real Estate 114 Inc., SOUTH KOREA
BMW (Thailand) Co. Ltd., THAILAND	Infosys Technologies, JAPAN	Reva International Ltd., CHINA
BNP Paribas, HONG KONG	ING Barings Securities, HONG KONG and INDONESIA	Robert Bosch (SEA) Pte. Ltd., SINGAPORE
The Boston Consulting Group, AUSTRALIA	IntelliPower Systems, INDIA	Samsung Advanced Institute of Technology (SAIT), SOUTH KOREA
Cadence Design Systems Inc., USA	The International Commercial Bank of China, USA	Samsung Life Insurance Co. Ltd., SOUTH KOREA
CDC Capital Partners, INDONESIA	International GIS Consultants, Inc., JAPAN	Sarawak State Government, MALAYSIA
Channel V Thailand Ltd., THAILAND	InterTech Media, USA	SBS (Seoul Broadcasting Co.), SOUTH KOREA
China Telecommunications Corp., CHINA	Intria Berhad, MALAYSIA	Science & Technology International, USA
Chiyoda Corp., JAPAN	IYI Realty LLC, USA	Shinsei Bank, JAPAN
Cisco Systems (USA) Pte. Ltd., SINGAPORE	Jacques Martin NZ Ltd., NEW ZEALAND	Sinar Mas, INDONESIA
Citibank, HONG KONG, INDONESIA, JAPAN and PHILIPPINES	Japanese Localization Services, USA	Singapore Housing & Development Board, SINGAPORE
CitiFinancial Japan K.K., JAPAN	Johnson & Johnson, PHILIPPINES	The Southeast Asia Resource Action Center (SEARAC), USA
Citimas Capital, INDONESIA	Jupiter Systems Inc., PHILIPPINES	State Street Global Markets (Japan), JAPAN
Colt Engineering Corp., CANADA	Kinta Kellas PLC, MALAYSIA	Sun Microsystems Inc., USA
Deesawat Industries Co. Ltd., THAILAND	KPMG, SINGAPORE	Symitar Inc., USA
Degussa Japan Co. Ltd., JAPAN	Kumtor Operating Co., CANADA	Taiwan Fixed Network, TAIWAN
DFS Hawaii, USA	Laird Christianson Advertising, USA	TDK Ferrites Corp., USA
Enterprise Rent-a-Car, USA	Lonpac Insurance Bhd, MALAYSIA	TEAMAX Communication Co., TAIWAN
Federal Express Corp. Japan, JAPAN	Macau Productivity & Technology Transfer Center, MACAU	TIBCO Finance Technology Inc., USA
Field-R Sports and Entertainment Law Offices, JAPAN	MacQuarie North America Ltd., CANADA	United Airlines, USA
Fitch (Hong Kong) Ltd., HONG KONG	Manulife Life Insurance Co., JAPAN	United Healthcare, USA
First U.S.A., USA	Marvell, USA	U.S. Department of Commerce, USA
Fujitsu Ltd., CHINA, JAPAN and SINGAPORE	MedLINK Hospital & Nursing Center at Capitol Hill, USA	USA Signs International, CHINA
GE Capital Global Consumer Finance, USA	Nanyang Polytechnic, School of Business Management, SINGAPORE	Wattana Luckyware Co. Ltd., THAILAND
General Growth Management of Hawaii Inc., USA	Nasam Inc., USA	Wilderness Adventures Ltd., NEW ZEALAND
Geo Strategy Partners, USA	Netway Communications Ltd., NEW ZEALAND	Winthrop University, USA
Goldman Sachs (Japan) Ltd., JAPAN	Network Associates Inc., USA	Xperix Corp., USA
Good Morning Securities Co. Ltd., SOUTH KOREA	Newday Consulting, SINGAPORE	
	NinePoint LLC, JAPAN	
	Oceanheart Productions, USA	

Japan-Focused/China-Focused MBA Structure



The very practical courses within the program have given me a definite advantage. I now have a broad range of skills that are proving invaluable

in working within the context of the unprecedented upheaval and change currently taking place in Japan and Southeast Asia.

Peta Fielding

Australia

Field Enterprises, Inc.
Australia

Typical JEMBA/CHEMBA Week

Monday	JAIMS 8:30-11:45 Business Japanese/Mandarin 1:30-3:30 Seminar on Intercultural Management and Communication
Tuesday	University of Hawai'i at Mānoa 8:45-11:30 Negotiations and Dispute Resolution in International Business 1:00-3:45 Japanese/Chinese Marketing
Wednesday	JAIMS 8:30-11:45 Business Japanese/Mandarin
Thursday	University of Hawai'i at Mānoa 8:45-11:30 Japanese/Chinese Management 1:00-3:45 Negotiations and Dispute Resolution in International Business 4:00-5:00 Kaizen Session*
Friday	JAIMS 8:30-11:45 Business Japanese/Mandarin 1:30-4:15 Japanese/Chinese Law

Note: The schedule is a representation only.
*Periodic student-run feedback session.

The Japan-Focused/China-Focused MBA Curricula Includes:

- Core MBA courses in subjects such as marketing, finance, and strategy
- Advanced courses in Japanese or Chinese business
- Self selected course for specialization
- Japanese or Mandarin business language courses
- Enrichment seminars
- Internship in Japan or China

Upon completion, students earn a 48-credit hour MBA degree from the University of Hawai'i at Mānoa and a Japan-focused or China-focused Management Certificate from JAIMS.

Core Courses The common Japan-focused/China-focused core consists of traditional MBA subjects adapted for these special programs by drawing on Japanese and Chinese business experiences and case studies. The core consists of 24 credit hours which build a solid foundation in business followed by a course in Business Strategy and Policy which integrates the previous disciplines.

- Analytical Tools for the MBA
- Organizational and External Environment of Business
- Finance
- Managerial Accounting
- Marketing Management
- Information Technology Management
- Business Strategy and Policy

Advanced Courses in International Business

Students also take the equivalent of six advanced courses (18 credit hours) to bring breadth and depth to the JEMBA/CHEMBA experience. JAIMS provides additional intercultural management instruction.

- **Advanced Entrepreneurial Courses:** Two courses will be taken

- by all JEMBA/CHEMBA students:
- Entrepreneurship in Asia
 - Negotiations and Dispute Resolution in International Business
 - **Advanced Courses in Japanese and Chinese Business:** Three courses that bring geographic focus:
 - Financial Systems Management in Japan or China
 - Japanese/Chinese Management and Legal Systems
 - Japanese/Chinese Marketing Systems
 - **Elective Courses:** One elective course that is determined by the student's particular interests. This allows the JEMBA/CHEMBA student to gain breadth and depth, and to interact with University of Hawai'i at Mānoa students from outside the JEMBA/CHEMBA program. Possible elective courses include, but are not limited to:
 - Asian Capital Markets
 - Political and Legal Environment of Business in Asia
 - Foreign Direct Investment: Political Risk Analysis
 - International Human Resource Management
 - Creativity in Marketing
 - Internet Marketing
 - Electronic Commerce Technology Management

Intensive Business Japanese and Mandarin

Japanese and Mandarin courses are aimed at developing language proficiency within a business context and in-country survival skills. Instruction runs concurrently with other courses for the duration of the program. Students are tested and placed in classes according to individual experience and aptitude. A portion of the final month of instruction in Hawai'i features immersion-style, all-Japanese or all-Mandarin coursework.



Course Listing

Japan-Focused/China-Focused Core

(27 credit hours)

Analytical Tools for the MBA

(6 credit hours)

Foundation skills in business including financial accounting, statistical methods, and managerial economics. Focus on Asia and use of technology in problem solving.

Organization and External Environment of Business

(6 credit hours)

Organizational behavior and cultural diversity, the external environment facing managers, with a particular emphasis on the Asia-Pacific region and the impact of technological change.

Business Strategy and Policy

(3 credit hours)

Comprehensive analysis of business problems, policy issues, and managerial decision-making focused on the special circumstances of Asian business in the information age.

Finance

(3 credit hours)

Financial policy analysis and planning, including valuation, asset management, capital budgets, cost of capital, financial markets, and application to new ventures and electronic commerce.

Information Technology Management

(3 credit hours)

Covers information technologies available for dealing with managerial issues as well as how technology affects and supports business organizations and decisions.

Managerial Accounting

(3 credit hours)

Accounting information for planning, control and decision-making.

Marketing Management

(3 credit hours)

Covers marketing principles including the evaluation and development of marketing strategies in the context of dynamic markets.

Advanced Entrepreneurial Courses

(6 credit hours)

Entrepreneurship in Asia

(3 credit hours)

Creation of new business ventures by identifying innovative combinations of resources within the context of competitive environments in Asia. Focus is given to the application of new technologies at each stage of the venture's value chain. A practical outcome of this course is the completion of a professional business plan for a new venture.

Negotiations and Dispute Resolution in International Business

(3 credit hours)

Focuses on strategies and processes for conducting successful negotiations and resolving disputes in an international and multicultural context; includes negotiation exercises and case studies to that end.

Advanced Courses in Japanese and Chinese Business

(9 credit hours)

For JEMBA students:

Financial Systems Management in Japan

(3 credit hours)

Focuses on the structure of capital market institutions, financial management and financial institutions, and other financing mechanisms in Japan and Asia-Pacific.



Japanese Marketing Systems

(3 credit hours)

Highlights critical elements of Japan's success in global marketing and the Japanese consumer.

Japanese Management Systems

(1.5 credit hours)

Focuses on the development of production systems, knowledge, and human resources by Japanese private enterprise in the postwar period.

Japanese Legal Systems

(1.5 credit hours)

Japanese law and corporate governance.

For CHEMBA students:

Financial Systems Management in China

(3 credit hours)

Focuses on the structure of capital market institutions, financial management and financial institutions, and other financing mechanisms in China and Asia-Pacific.

Chinese Marketing Management

(3 credit hours)

Addresses various approaches to the Chinese market, including product positioning and market research.

Chinese Management Systems

(1.5 credit hours)

Examines the differing management practices used in the various

organizations involved with production in China: state-owned firms, town and village enterprises, and private sector firms.

Chinese Business Law

(1.5 credit hours)

Chinese business law and corporate governance.

Elective Courses

(3 credit hours)

JEMBA/CHEMBA students are required to take any one course of their choice from courses offered by the University of Hawai'i at Mānoa College of Business during the spring semester or either of the two summer terms.

With prior permission, a student may select the course from outside the College of Business and within the University of Hawai'i at Mānoa campus. For a list of potential elective courses, consult the College of Business' Web site at <http://www.cba.hawaii.edu> or the University of Hawai'i at Mānoa's Web site at <http://www.uhm.hawaii.edu>.

Capstone Field Experience

(3 credit hours)

A unique opportunity to experience business to develop knowledge and to expand your networks. JEMBA students will take their internship in Japan and CHEMBA students will take their internship in China.

Intensive Business Language Communication

(12 credits for the Japan-focused or China-focused Management Certificate)

Japanese and Mandarin courses are aimed at raising oral proficiency levels and developing reading, writing, listening, and speaking skills within a business context. Prior language training is helpful but not required.

Students are tested and placed in classes according to individual proficiency. Course content may vary depending on the proficiency and distribution of students in any given year.

Beginning Class

Read short text written for language students at the intermediate level; decipher realia (simple forms, schedules, menus, instructions on vending machines, signs). Write simple text using Japanese hiragana, katakana, and kanji or Chinese characters. Listening: understand informal speech and public announcements. Speaking: meet basic needs (self introductions; restaurant ordering; business card exchange; gift giving; receiving guests; queries concerning weather, directions, health, and welfare).

Intermediate Class I

Read simple office announcements with dictionary. Write office messages, meeting notes. Listening and speaking: answer phone calls; give office messages; understand simple office conversations; recognize positive and negative attitudes and other nonverbal cues within conversations.

Intermediate Class II

Read office announcements and articles on current business and cultural topics with dictionary. Write simple office announcements, resumes, office reports, and business correspondence. Listening and speaking: understand the main points of business presentations on familiar topics; express opinions; actively participate in office conversation; give oral resume.

Advanced Class

Read economic news with dictionary; scan readings for basic content; comprehend handwritten business

documents. Write office messages with business content; compose business reports. Listening and speaking: comprehend business reports; understand economic interviews on television; express and support critical opinions.

Intercultural and Management Seminars

The following courses appear on JAIMS transcripts and fulfill the requirements for the Japan-focused or China-focused Management Certificate.

Intercultural Management and Communication

Lecture series presented by experts and community leaders involved in Asian business. Covers intercultural perspectives in the workplace, communication styles and strategies, negotiation, and cooperative team building.

Current Issues in Japanese and Chinese Management

Seminar series that addresses contemporary concerns of Japanese and Chinese business and government. Includes site visits to selected companies or organizations.



Internship: Practical, Real-World Experience in Asia

The JEMBA/CHEMBA capstone is a three-month internship at a company or organization in Japan or China. As interns, participants practice Japanese or Chinese business and communication techniques and learn how to conduct business, Asian-style.

The Japan-focused/China-focused internship arrangements begin during the first semester in Hawai'i with an orientation by the JAAMS staff to assess each student's area of interest (for example, banking, manufacturing, trade, marketing, finance).

The JEMBA internship is under the supervision of Dr. Ikujiro Nonaka, professor of the Graduate School of International Corporate Strategy, Hitotsubashi University with administrative support provided by the JAAMS Japan Office in Tokyo. The CHEMBA internship is supervised by Dr. Wilfried Vanhonacker, professor at the Hong Kong University of Science and Technology.

Students work full-time at their host organizations, engaged in day-to-day operations to the extent possible, and periodically consult with their internship supervisor. In November, students are required to submit a final report and give an oral presentation about their internship. The internship position is unpaid, and the student bears all expenses incurred (housing, meals, transportation).

While the JEMBA/CHEMBA program cannot guarantee a particular type of internship or organization, every effort is made to match students with internships reflecting their preferences.

Naturally, the JEMBA program provided me with a comprehensive understanding of international business and Japanese management. But more importantly, the true knowledge learning in the JEMBA program came from my classmates. Each student—unique in his and her own right yet united through the JEMBA program—offered me a tour of each of the 10 countries represented in our class. I couldn't have received such an education from any other place. Together we were able to intertwine our knowledge to produce a realistic understanding of the global market around us.



Christine Mai'i Sakuda
USA

Telemedicine Program Director
Hawai'i Primary Care Association
Honolulu, Hawai'i



The following lists organizations that have hosted JEMBA/CHEMBA interns.

The American Chamber of
Commerce in Japan (ACCJ)
American Consulate General,
U.S. Commercial Service
BT Japan
Burson-Marsteller
Capital Servicing Co. Ltd.
Caterpillar China Ltd.
Citibank, N.A.
Citibank, N.A. China
Coca-Cola (China) Beverage Co.
Ltd.
Deloitte Touche Tohmatsu CPA
Ltd., Beijing Branch
Dentsu Inc.
Euro Asia Consulting Rep. Office
Federal Express
FranklinCovey Japan Co. Ltd.
Harel-Hertz Investment House
Ltd.
HCD Global Consulting
(Shanghai)
IBM Business Consulting Services
K.K.
JETRO
Kagome Co. Ltd.
KK Prospect
Mifune Seattle's Best Coffee West
Japan Corporation
Mindshare
Mitsui Mineral Development
Engineering Co. Ltd.
(Mindeco)

Mobile Media Japan K. K.
NEC Corporation
New Link World Inc.
Nihon Unisys Ltd.
Pacific Rim Marketing Group Inc.
(Honolulu)
The Portman Ritz-Carlton,
Shanghai
PricewaterhouseCoopers
Transaction Services
Prospect Asset Management Inc.
Shanghai Fiber Optics Co. Ltd.
Shanghai Wicresoft Co. Ltd.
Shaw & Shaw Advertising Co.
Ltd.
Snap-On Tools Japan K.K.
State Street International
Management Group, Japan
Branch
Sunny Side Up Inc.
Synovate (formerly Asia Market
Intelligence (China) Ltd.)
Tokyo Research International Ltd.
TriWorks Computer &
Telecommunications
Technology (Shanghai) Co.
Ltd.
The United States-China Business
Council
Wyatt Watson Worldwide
Yahoo! (Beijing)
ZOU Marketing Ltd.

The program brings together professors from around the world with experiences at the highest levels of business, politics and education; classmates with work experiences that span continents and specialties; and a JAIMS/UHCBA staff that is dedicated to providing quality student support and services.



Beyond what can be taught in textbooks, the JEMBA/CHEMBA program challenged my concept of “cross-cultural communication” and gave me the necessary resources to thrive in the global marketplace.

If you are a proactive learner who aspires to excel in our increasingly connected global economy, there is no better place than at JAIMS and the University of Hawaii at Manoa College of Business where you will gain the knowledge, acquire the skills, and be able to exercise your enhanced talents through the internship in Japan or China.

Mark Fujiwara
USA

Process Engineering
Narita Airport Gateway
Federal Express Japan
Tokyo, Japan

Frequently Asked Questions About JEMBA/CHEMBA



Where do you find a business school with a small class environment, at least one representative from each Asian country, a special MBA

curriculum with a strong focus on Japan and complemented with an in-depth look at Japanese interests both globally and in the Asian region? You find this through JEMBA. What you will get from JEMBA is the most unique opportunity to prepare yourself for global business with a focus on the most important region of the next generation—Asia. Success in Tokyo, Hong Kong, or Singapore, like other business centers in the Asian region, requires a unique set of relationships, experiences, tools, and knowledge—very different from the road to New York or London. And the biggest surprise, you can find all these things and more in Hawai‘i.

John Cheuck
Hong Kong

Associate Partner
Apax-Globis Partners & Co.
Tokyo, Japan

Q: Is it necessary to have a background in Japanese or Mandarin in order to qualify for the program? Will participants without language proficiency be at a definite disadvantage?

A: Prior knowledge of the language of study is a distinct advantage; however, on average about 30 percent of the individuals entering the programs have no previous experience with either the language or the culture of Japan or China. The language of instruction for all business courses is English, and only the business language course requires the use of either Japanese or Mandarin.

Based on a language placement test, students are assigned to classes appropriate for their level of language ability. Each class is tailored to provide students with comprehensive skills in reading, writing, and speaking. Business and industry terminology is incorporated into role play that mimics situations experienced during the in-country internship. In such ways, students rapidly build the necessary survival skills to get the most from the internship experience.

Q: Are students permitted to waive certain courses if they have prior experience?

A: The Japan-focused/China-focused MBAs are designed as cohort programs. Each student is expected to participate with the group in all coursework, contributing to the class in areas of special expertise and benefiting from class members in areas where background knowledge and expertise may be less well-developed. Because each student adds important qualities to the richness of the group by bringing different cultural and business perspectives to class discussions and group work, course waivers, substitutions, and transfer of credits are not generally approved.

Q: What computer skills should students have upon entering the program?

A: It is strongly recommended that incoming students know how to use basic computer spreadsheet, word processing, presentation, and communications applications before beginning the program. Tutorials offered at the beginning of the program give a basic background in many computer-based technologies.

Q: Please describe the classroom locations as well as the living accommodations and transportation options available to students while in Hawai‘i.

A: Classes are held at the University of Hawai‘i at Mānoa College of Business two days per week and at the JAIME facility in Hawai‘i Kai three days per week, which are approximately 20 minutes apart by car. Both facilities feature computerized classrooms with local area networks





(LANs), large-screen computer video projectors, administrative LANs, and PC multimedia computers. Students are assigned their own e-mail addresses. Although these extensive computer facilities and resources are available, many students have found it convenient to have a personal computer.

Dormitory space at the University of Hawai'i at Manoa is limited and is unavailable at JAIRS. However, to assist students in locating suitable housing, JAIRS maintains a database of room rentals and other accommodations in the surrounding area.

It is challenging to get around without a car, although many students have managed. Inexpensive alternatives to cars include mopeds, motorbikes, bicycles, and TheBus, the public transportation system in Hawai'i.

Q: What is the general profile of the student body?

A: In the most recent class, the average GMAT of the successful Japan-focused MBA applicant was 571 and the average TOEFL was 637. The average GMAT of the successful China-focused MBA applicant was 627 and the

average TOEFL was 625. Length of work experience varies, but the average in the most recent class was four years of full-time work experience.

The student body is diverse, in terms of industry background and country of origin. The industries represented by the most recent class include advertising, banking, education, financial consulting, government, healthcare, hospitality, import/export, information technology, insurance, manufacturing, non-profit social services, sales, and telecommunications. The programs are enriched by the multicultural makeup of the classes, which have included students from Australia, Cambodia, Canada, China, Germany, Hong Kong, Hungary, India, Indonesia, Israel, Japan, Kyrgyzstan, Malaysia, New Zealand, Philippines, Russia, Singapore, South Korea, Sri Lanka, Taiwan, Thailand and the United States.

The previous information is a general profile and does not, in any way, indicate the criteria for acceptance to the program.

CHEMBA helped me to develop basic business skills, then refined those skills in realistic classroom projects to the final step of using those



skills during my internship. The small classes allow professors to be flexible to address areas that interest the students, and the accelerated class work helped me prepare for the fast-paced challenges that I face today. Additionally, the international student body did not just make the classroom discussions much more dynamic but also created a learning environment outside of school. The international atmosphere of CHEMBA helped me prepare for the international setting that I work in today.

Matthew Klein
USA

Director of Pacific Rim Operations
Aladdin Trading & Company
Beijing, China

Career Services

Both the University of Hawai'i at Mānoa College of Business and JAAMS are committed to your successful transition from the classroom to career. Because the backgrounds and objectives of students differ considerably, the specific job search process is customized to the goals of each individual.

The JAAMS family alumni network of graduates around the world regularly provides employment leads via e-mail to graduating students and alumni. Prospective and current students may correspond with alumni who have similar interests and backgrounds, using alumni contact information that is maintained by JAAMS. In addition, employment leads in various countries are also frequently posted by staff, faculty, alumni, and friends of JAAMS who are members of the JAAMS Family Forum, an electronic listserve. With permission, JAAMS makes referrals when contacted by executive recruiting firms and companies interested in graduates.

While employment at the student's internship company after graduation is not the objective of the internship, in some cases, graduates have been offered employment with their internship companies or with other companies via business contacts established during the internship portion.

Students are encouraged to use the resources of the College of Business Internships and Career Development Office, which offers personalized résumé assistance and career advice. Job and internship opportunities, both local and international, are posted by the office via e-mail to graduate business students and are also available in the Internships and Career Development Office.

Students also have access to the University of Hawaii at Mānoa's Office of Career Services. This office provides advising and counseling, job skills workshops, job vacancy listings, employer on-campus interviews, a career library, résumé editing, and videotaped practice interviews.

In addition, students fluent in Japanese can participate in certain recruiting events sponsored by Japanese organizations and held on the U.S. mainland, in Japan, and elsewhere in Asia. For example, Japan-focused MBA students have attended the annual San Francisco

JEMBA is an experience that keeps on growing. It does not end with the 15-month program. I am confident that the things



I learned—academic, professional, and personal—will serve me well into the future.

The carefully balanced academic offerings, the well-chosen faculty from academe and industry, the stimulating interaction between peers, professors, and members of the community—these have provided me with the framework to understand, appreciate, and personally contribute to the challenges and opportunities that face the region today.

More important, the deep friendships I developed have convinced me that people from diverse backgrounds can come together and work as a family. I am very proud to be a part of JEMBA.

Fermin Taruc
Philippines

Chief Operating Officer
Jupiter Systems, Inc.
Manila, Philippines

Career Forum co-sponsored every winter by DISCO International and the Nihon Keizai Shimbun.

University of Hawai'i at Mānoa—Pacific Crossroads

The University of Hawai'i at Mānoa has a well-earned inter-national reputation thanks to its expertise in ocean and earth sciences, astronomy and its pivotal mid-Pacific location. It is one of only four universities in the United States that is designated for Land, Sea, and Space Grants.

The University of Hawai'i at Mānoa (UHM) is home to the largest body of expertise on Asia and the Pacific of any university in the Western world. More than 200 faculty specialize in one or more aspects of the region, offering close to 1,000 courses on Asia-Pacific related subjects. Each year, UHM teaches from 30 to 40 languages from a capacity of close to 100. In the research arena, UHM is one of 152 universities classified by the Carnegie Foundation for the Advancement of Teaching as a "Research/Doctoral-Extensive" university, a category that represents 3.9% of all institutions.

School of Hawaiian, Asian, and Pacific Studies (SHAPS)

Asian and Pacific studies began at UHM more than three quarters of a century ago when the Department of Japanese opened in 1919. It was followed two years later by the Department of Chinese. Today, the Centers for Japanese, Chinese, Korean, and Southeast Asian Studies are the largest of their kind in the United States. Together with the Hawaiian, Buddhist, Pacific Islands, Philippines, South Asian, and Russia in Asia Study Centers, SHAPS offers a formidable array of talent and resources.

Center for Japanese Studies

Forty professors, 20 instructors, and two library specialists affiliated with the Center combine to offer a wide range of courses in 20 departments. The Center acts as a focal point for Japanese studies and research on campus, and as a clearinghouse for inquiries related to the field. It publishes *J-Current*, a monthly newsletter, and a guide to Japanese studies at UHM. It also sponsors visiting scholars and arranges lectures, performances and special receptions. Currently, UHM has exchange relationships with over 35 universities in Japan.

Center for Chinese Studies

A Chinese language library filled with over 132,000 volumes and 1,000 current journals and 9,500 pieces of micro film material supports the Center's broad-based aim of increasing an international understanding of China. Over 40 faculty members in 20 departments, five colleges and professional schools continually research the Chinese experience while teaching more than 150 related courses. The Center also publishes *China Review International*, a journal that reviews scholarly literature in Chinese studies. UHM has exchange relationships with key universities in Beijing, Hong Kong, and Taiwan.



Imagine an MBA program that gives you a unique focus on the Asia-Pacific region, with a much touted academic curriculum that bridges the business and cultural divide between the East and the West, and provides you with life-long acquaintances and life-changing experiences. Now, believe that this is for real and is aptly called the

JEMBA/CHEMBA Program – an excellent MBA program for the global professional.

Jun Kabigting
Philippines

Regional Consultant
HRnet One K.K.
Tokyo, Japan

East-West Center

The renowned East-West Center, located on the UHM campus just across the street from SHAPS, was established in 1960. It was created to promote cultural and technical interchange across the Pacific as well as to provide research on the demographic, resource and political challenges within Asia. Many of today's Asian leaders have received training at the East-West Center. The East-West Center and SHAPS have collaborated in the establishment of the Asia-Pacific Economic Cooperation (APEC) Study Center, which allows both entities to pursue leadership roles in the APEC process.

University of Hawai'i at Mānoa College of Business— A Recognized Leader in Asia-Pacific Management

The University of Hawai'i at Mānoa College of Business is dedicated to providing the highest quality international business education. A pioneer among U.S. business schools in its focus on the Asia-Pacific region, the College of Business emphasizes the development of global business skills, entrepreneurship, and the management of information technology.

Curriculum In preparing students to meet the challenges of an ever-changing global business environment, the College of Business offers an integrated curriculum in five fields: accounting, finance, marketing, management, and information technology. The curriculum accentuates the practical application of business theories, cross-functional perspectives with a specific concentration field, and advanced

technologies. The graduate programs are specifically designed with an international perspective and feature fresh, leading-edge courses in entrepreneurship and electronic commerce with a very personal approach to learning.

Internationally Renowned Faculty

The College of Business faculty is a diverse group of internationally accomplished researchers and highly recognized teachers, holding degrees from Columbia, Carnegie-Mellon, MIT, Stanford, Purdue, Harvard, and other major universities. The overriding strength of the faculty is in their ability to present a challenging view of today's global business environment with a balance of theory and practice.

Student Diversity The College of Business is home to approximately 1,800 students – one-third graduate students and two-thirds undergraduates. The multi-ethnic makeup of Hawai'i, combined with a significant foreign and U.S. mainland student population, offers a rich cultural learning environment.

Home to Internationally Recognized Resource Programs

The College of Business offers a wide range of Asia and Pacific resource programs offering comprehensive services and research.

They include:

- Center for Executive Education
- Asia-Pacific Financial Markets Research Center
- Asia-Pacific Economic Cooperation Study Center
- Asia-Pacific Markets Research Center
- Center for International Business Education & Research
- Center for Japanese Global Investment & Finance
- Hawai'i International Conference on Systems Sciences
- Honolulu Minority Business Development Center
- Pacific Asian Center for Entrepreneurship and E-Business
- PAMI - Pacific Asian Management Institute
- Pacific-Basin Finance Journal
- Pacific Business Center Program
- Pacific Research Institute for Information Systems and Management

Accreditation All degrees offered by the College of Business are accredited by AACSB International -- the Association to Advance Collegiate Schools of Business, the premier national accrediting agency for schools of business and accounting. The AACSB International accreditation is the highest standard of achievement for business schools worldwide, and is a hallmark of excellence in management education. In the past five years, *U.S. News & World Report* has ranked the College among the top 25 U.S. graduate business schools for international business.



V. Vance Roley
Dean
First Hawaiian Bank Distinguished Professor
of Leadership and Management
University of Hawai'i at Mānoa College of Business



JAIMS—Connecting Careers, Cultures and People



For over 30 years, JAIMS has been connecting the cultures and business practices of the United States and the Asia-Pacific region by educating both current and future managers to be effective leaders in an increasingly interdependent world.

Managing Business across Cultures

JAIMS has been a pioneer in the movement to bring managers together from throughout the globe and educate them in the cultural values and business complexities of other countries. From business protocol to managerial styles, from social etiquette to language proficiency, programs at JAIMS examine key issues for those working in the international arena. In addition, JAIMS incorporates information technology—a fundamental link in global communications and transactions—in all its programs.

JAIMS addresses the critical issues of managing business across cultures through its comprehensive academic programs—the JEMBA and CHEMBA, offered with the University of Hawai‘i at Mānoa College of Business, and the Intercultural Management Program (ICMP), offered solely by JAIMS. The ICMP is a four-month graduate diploma program that teaches U.S. management styles and includes an optional internship in a U.S. company.

Intensive Business Communication

All academic programs at JAIMS have intensive business communication courses on language and culture. The language component—Japanese for JEMBA and Mandarin for CHEMBA—is aimed at developing in-country survival skills and language proficiency within a business context. Business etiquette, protocol, and cultural study are all integrated into the business communication classes.

Outstanding Internship Experiences

An essential part of the JEMBA and CHEMBA is the internship arranged through JAIMS. JAIMS’ expertise and experience in providing quality internships ensures participants of a unique and invaluable learning experience.

Hawai‘i—Paradise for Intercultural Education

JAIMS participants agree that Hawai‘i’s multicultural environment and its people provide a unique experience for enhancing Asia-Pacific cultural sensitivity. Likewise, the international composition of and interac-

tion among students provides a wide spectrum of global perspectives to the study of cross-cultural management. JAIMS was established in 1972 by Fujitsu Ltd., an international leader in information technology. Each year, Fujitsu Ltd. supports the diversity of the student body and demonstrates its commitment to international business education by awarding generous scholarships to qualified participants from the Asia-Pacific region.

JAIMS is a nonprofit postgraduate institute that has trained more than 20,000 academic program and seminar participants from over 50 countries. The campus is located in Hawai‘i Kai, a peaceful suburb of Honolulu, and there is a support office in Tokyo.



Glenn K. Miyataki, Ph.D.
President
JAIMS



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Program Admissions

The ideal student entering the JEMBA or CHEMBA has a record of strong academic performance, high test scores, outstanding motivation, and solid career goals.

Admission Qualifications Please refer to the Application Information and Instructions in the back packet of this program brochure for complete details.

- Applicants must have a bachelor's degree from a regionally accredited United States college or university or its equivalent from a recognized foreign institution. The standards of a foreign degree must be equivalent both in distribution of academic subject matter and in scholarship achievement requirements to those maintained at the University of Hawai'i at Mānoa. *Please note that an individual who has already received or expects to receive an MBA degree cannot be considered for the Japan-focused or China-focused MBA program.*
- The minimum acceptable Graduate Management Admission Test (GMAT) score is 500. The test score must be from a GMAT taken within the last five years. If a student already has a graduate degree from a U.S. accredited college or university, the GMAT requirement may be waived. If the GMAT is waived, then the candidate will be evaluated on transcripts, work experience, and other supporting documents. In addition, on a case-by-case basis, the Graduate Records Examination (GRE) or Law School Admissions Test (LSAT) score may be accepted if it has already been taken or if GMAT is not given in the applicant's area, particularly for international students.
- Applicants should have a grade point average (GPA) of 3.0 (4.0=A scale) or the equivalent in the last four semesters or 60 semester credits

(or the equivalent in quarter credits) of the undergraduate record and in all post-baccalaureate work.

In exceptional cases, applications for waivers of this requirement may be made to the University of Hawai'i at Mānoa Graduate Admissions Office by the College of Business on the candidate's behalf.

- Applicants whose native language is not English are required to submit official scores from the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) taken within the last two years. A minimum TOEFL score of 550/213 (paper/computer) or IELTS score of 6.0 is required. Applicants of certain countries may be exempt from submitting a TOEFL score. The applicant whose TOEFL score is less than 600/250 (paper/computer) or IELTS score is less than 7.0 may be required to attend supplementary English courses.
- One year of full-time work experience is required.
- Financial requirements for international applicants.
- No single attribute outweighs others in the selection process, and strengths in one area may offset weaknesses in another.

GMAT, Educational Testing Service
P.O. Box 6103
Princeton, NJ 08541-6103, USA
URL: <http://www.mba.org>

GRE, Educational Testing Service
P.O. Box 6000
Princeton, NJ, 08541-6000, USA
URL: <http://www.gre.org>

IELTS: Applicants should contact the nearest British Council or IDP: IELTS Australia Office in their home country for the nearest testing center.
URL: <http://www.ielts.org>

TOEFL Services
P.O. Box 6151
Princeton, NJ 08541-6151, USA
URL: <http://www.ets.org/toefl>

Academic Policies General academic policies are listed below. More detailed information is provided to students on the JAIMS Web site at <http://www.jaims.org>.

- Waivers, course substitutions, or transfer of credits are not permitted.
- Maintenance of a 3.0 or better cumulative GPA for all work undertaken must be achieved in order to participate in the capstone internship.
- Satisfactory completion of 12 credits of Japanese/Mandarin language instruction with a minimum GPA of 3.0 is required to participate in the internship.
- All courses must be taken for a grade; any course in which a "D" or "F" is earned will not count toward graduation, and if it is a core course, it must be repeated. The credits required for graduation will be increased accordingly and the 3.0 rule will be applied. However, failure to meet the credit or grade requirements specified above will prevent candidates from receiving their MBA degree and Japan-focused/China-focused Management Certificate according to the schedule contained in this program brochure.

Apply online at
<http://www.jaims.org>

Financial Assistance

JAIMS and the University of Hawai'i at Mānoa College of Business, in collaboration with other institutions such as Fujitsu Ltd., the East-West Center, and the Asian Development Bank, offer an array of financial assistance packages to enable you to invest in your professional future. All our students receive some forms of scholarship or grant.

Fujitsu Asia Pacific Scholarship Program

- Established by Fujitsu Ltd. in 1985 to commemorate its 50th anniversary
- The Fujitsu Scholarship is available to citizens of selected Asia-Pacific countries in the following formats:

1. Full-tuition scholarship and a monthly stipend is available to citizens of the following countries: Cambodia, China*, India, Indonesia, Korea, Laos, Malaysia, Myanmar*, the Philippines, Sri Lanka, Thailand, and Vietnam*.
2. Full-tuition scholarship only is available to citizens of the following countries: Hong Kong and Taiwan. Legal residents of Hawaii are also eligible to apply for the full-tuition scholarship.

Application deadline is October 31, 2005 for the 2006–2007 program. Please access the Fujitsu Scholarship Web site (<http://www.fapsp.com>) to download application materials and apply on-line.

The Asian Development Bank (ADB) Scholarship Program

- Funded by the Government of Japan (for JEMBA participants only)
- Awarded through the East-West Center in Honolulu
- Available to individuals from developing member countries to pursue graduate studies
- Full tuition and fees
- Monthly subsistence allowance
- Housing in East-West Center dormitory (except for students with accompanying children)
- Medical insurance
- Airfare

Application deadline is November 1, 2005 for the 2006–2007 program.

For information and application forms:
EWC-ADB Office
East-West Center
1601 East-West Road
Honolulu, HI 96848-1601 USA
Telephone: (808) 944-7597
Fax: (808) 944-7070
E-mail: adbjsp@eastwestcenter.org
URL: <http://www.eastwestcenter.org>

The Foundation for International Information Processing Education (FINIPED) Scholarship

- Valued at up to 500,000 yen
- Awarded to qualified JEMBA students who are not recipients of the Fujitsu or ADB scholarships, or are not company sponsored[†]
- One scholarship designated for former Japan Exchange and Teaching (JET) Program participants[†]
- Two scholarships designated for citizens of Japan[‡]
- Selection based on previous academic achievement, leadership quality, and financial need
- Awarded for the internship portion of JEMBA

To apply for the FINIPED Scholarship, an applicant must complete the Scholarship Application Form located in the back pocket of this program brochure.

The Funika Scholarship

- Established in 1998 by JAIMS alumnus Nuri Sözkese and his wife, Ilknur
- Based on merit and awarded for the Japan internship portion of JEMBA
- Available to students from developing countries who achieve an overall GPA of 4.0 in all graded JEMBA courses prior to the internship.

* Special conditions apply to these countries. Please contact the Fujitsu Ltd. local affiliated office in your country/area. Applicants from China must physically reside in China (i.e., Chinese citizens who live outside of China are not eligible for consideration). Only online applications will be accepted from applicants in China.

[†] Awarded during the Japan internship portion of JEMBA.

[‡] One scholarship for JEMBA and one for CHEMBA; awarded before the program starts.





**University of Hawai'i at Mānoa
College of Business/JAIMS
Fellowship Grants**

- All applicants admitted to JEMBA or CHEMBA who are not recipients of the Fujitsu, ADB, JET Program Alumni or RPCV Scholarships, or are not company sponsored, are automatically considered
- No separate application form required. Please complete the Scholarship Application Form located in the back pocket of this program brochure.
- Selection based on GPA, GMAT, years of work experience, and TOEFL (if applicable)

**Japan Exchange and Teaching (JET)
Program Alumni Scholarships**

- Several scholarships of up to \$7,000 awarded to qualified JEMBA/CHEMBA students who are JET Program alumni
- Available to JEMBA/CHEMBA students, including non-U.S. citizens
- Applicants admitted to JEMBA or CHEMBA who are not recipients of the Fujitsu, ADB, RPCV scholarships or fellowship grants, or are not company sponsored, are automatically considered
- No separate application form required. Please complete the Scholarship Application Form located in the back pocket of this program brochure.

For more information on these scholarships, e-mail: info@jaims.org

Returned Peace Corps Volunteers (RPCV) Scholarships

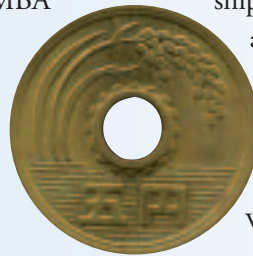
- Several scholarships of up to \$7,000 awarded to qualified JEMBA/CHEMBA students who are returned Peace Corps volunteers
- Available to JEMBA/CHEMBA students, including non-U.S. citizens
- Applicants admitted to JEMBA or CHEMBA who are not recipients of the Fujitsu, ADB, JET Program Alumni scholarships or fellowship grants, or are not company sponsored, are automatically considered
- No separate application form required. Please complete the Scholarship Application Form located in the back pocket of this program brochure.

For more information on these scholarships, e-mail: info@jaims.org

The Francis A. Wong Award For Leadership

- This award is presented to the participant at the end of the program before the three-month internship starts on the basis of "promising entrepreneurial skills as evidenced by demonstrative initiative and leadership qualities during his or her attendance as a student of JAIMS." The recipient receives a cash award and has his or her name engraved on the Francis A. Wong Award for Leadership perpetual plaque, displayed at JAIMS.

For more information, e-mail: info@jaims.org



Foreign Language and Area Studies Fellowships (FLASF)

- The School of Hawaiian, Asian and Pacific Studies at the University of Hawai'i at Mānoa administers the awarding of Foreign Language and Area Studies (FLAS) Fellowships from the U.S. Department of Education
- Applicants must be U.S. citizens or permanent residents, and full-time classified graduate students (incoming or currently enrolled) in a program that combines area studies and training in Japanese, Chinese, Korean, and other selected Asian languages
- Applicants must have at least three years of language training in order to be considered for the FLAS Fellowships
- Academic year awardees receive a \$14,500 stipend and tuition up to \$11,500, and summer awardees receive a \$2,500 stipend and tuition up to \$4,000

Application deadline is early February 2006. For more information, application forms, and deadline updates contact:

Fellowships Coordinator
School of Hawaiian, Asian, and Pacific Studies
University of Hawai'i at Mānoa
1890 East-West Road
Moore Hall 315
Honolulu, HI 96822
Telephone: (808) 956-2210
Fax: (808) 956-6345
E-mail: chizuko@hawaii.edu
URL: <http://www.hawaii.edu/shaps>

University of Hawai'i at Mānoa Financial Aid Services

For information on scholarships, grants, and student loans for JEMBA/CHEMBA students who are U.S. citizens, and permanent residents contact:

Financial Aid Services
University of Hawai'i at Mānoa
2600 Campus Road
Honolulu, HI 96822 USA
Telephone: (808) 956-7251
Fax: (808) 956-3985
E-mail: finaid@hawaii.edu
URL: <http://www.hawaii.edu/fas>

Veterans Affairs Office

JEMBA/CHEMBA are approved academic programs for those who qualify for veterans' assistance.

For more information, contact:

Veterans Affairs Office
Telephone: (808) 956-4849
Fax: (808) 956-9421
E-mail: rola@hawaii.edu

Additional information and resources for financial assistance can be found at the JAIMS Web site: <http://www.jaims.org>.



Getting into the JEMBA program is definitely a dream come true for me! Till this day, I often look back in fascination at the wealth of experience and friendships I've picked up during those precious 15 months. I can now count on the strong JAIMS network for support, and know that Hawaii is always there for me. This thought is both comforting and a great source of strength for me.

More important than the knowledge gained through classroom teachings, is the strong friendships forged within the international community that JAIMS has fostered.

John Koh
Singapore

Managing Director
Newday Consulting
Singapore

This publication was prepared to provide information and does not constitute a contract inasmuch as all programs offered by the University of Hawai'i at Mānoa College of Business and JAIMS operate under a philosophy of continuous improvement. The College of Business and JAIMS reserve the right to change, delete, supplement, or amend the information, requirements, and policies mentioned in this program description without prior notification.

Application and acceptance to the JEMBA or CHEMBA does not imply or connote acceptance into other MBA programs at the University of Hawai'i at Mānoa.

It is the policy of the College of Business and JAIMS to provide equal opportunity to all persons, whether students or employees. The University of Hawai'i at Mānoa and JAIMS are committed to comply with all state and federal statutes, rules and regulations which prohibit discrimination on the basis of sex, handicap or national and ethnic origin in the administration of its educational policies, admissions policies, scholarships, and other University-administered programs. The University of Hawai'i at Mānoa and JAIMS welcome applications from women and members of ethnic minorities.

Persons with disabilities may contact the College of Business at (808) 956-8135, Fax: (808) 956-3766 or JAIMS at (808) 395-2314, Fax: (808) 396-7111/7112 to request reasonable accommodation. Advance notice is requested.

The University of Hawai'i at Mānoa and JAIMS are equal opportunity/affirmative action institutions.