



East - West Knowledge Leaders Program



JAIRMS

Message from the President



*Ikujiro Nonaka, Ph.D.
President
JAISMS*

Aloha!

Thank you for your interest in JAISMS' East-West Knowledge Leaders Program (EWKLP).

Designed to assist experienced and emergent leaders, the EWKLP is a “hybrid” management curriculum that focuses on global best practices of the East and West.

The late management guru Peter F. Drucker asserted that “management is a liberal art.” To this end, EWKLP participants will obtain professional management fundamentals as well as exposure to liberal arts elements of philosophy, religion, and history resulting in solid, holistic leadership competencies. Such competencies are required of leaders who must creatively and innovatively leverage personal and organizational knowledge to navigate their organizations through increasingly complex challenges.

On behalf of JAISMS, I invite you to become part of an international network of knowledge leaders.

With warm regards,

A handwritten signature in black ink, which appears to read "Ikujiro Nonaka". The signature is fluid and cursive, written on a light-colored background.

East-West Knowledge Leaders Program



As global business opportunities increase throughout the world, JAIMS trains individuals who wish to obtain knowledge, skills, and experiences that are essential for success in the international arena. JAIMS offers an exciting management program that synthesizes “best practices” of the East and West in a Pacific Rim location, with exceptional faculty of international reputation, and a culturally diverse group of participants.

The East-West Knowledge Leaders Program (EWKLP), a three-month curriculum, is intended to sharpen one’s global business savvy, and build confidence for dealing with global business situations with a solid academic foundation complemented by a practice-based experiential learning environment.

EWKLP Advantages

- **Targeted Program:** Designed for those involved in or interested in the exciting and challenging global economy in which we live.
- **Curriculum:** A ‘holistic’ program that integrates business knowledge and skills training with aspects of a liberal arts foundation that includes religion, culture, philosophy, and history.
- **Expert Faculty:** Courses are taught by academicians and business executives.
- **Intensive Format:** Three-month curriculum minimizes time away from a career.
- **Multicultural Setting:** Hawaii—the center of the Asia-Pacific arena—offers diverse experiences that enrich multicultural learning and experiences.

Excellence for Knowledge Leadership



AIMS, a nonprofit postgraduate institute, has been a pioneer in intercultural management education since 1972. Over 22,000 participants from 54 countries have come to JAIMS. Fujitsu Limited, a leading provider of customer-focused IT and communications solutions for the global marketplace, established JAIMS in the Honolulu suburb of Hawaii Kai, with a support office in Tokyo.

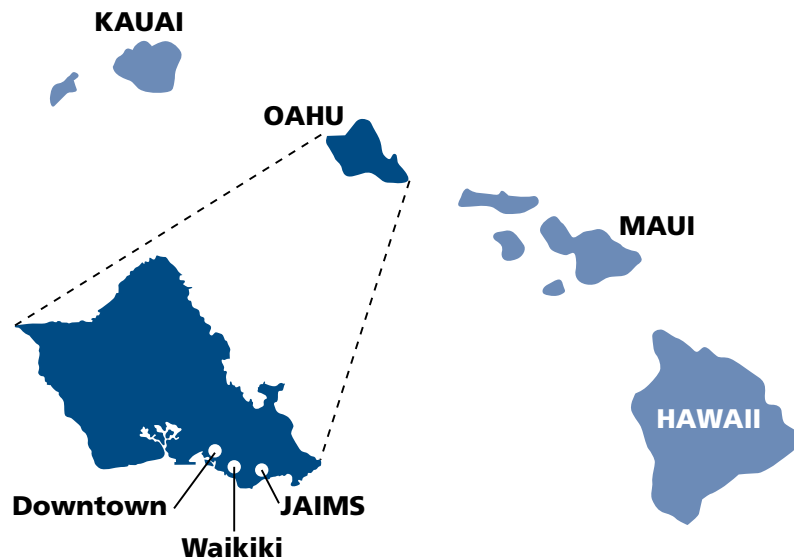
Hawaii—Paradise for Intercultural Education

JAIMS participants agree that Hawaii provides a unique experience for enhancing East-West cultural sensitivity. The international mix of JAIMS participants adds a wide variety of global perspectives to the JAIMS experience.

Faculty

Programs and coursework at JAIMS are taught by experts who are business executives and faculty who are affiliated with institutions such as the University of Hawaii at Manoa; Hitotsubashi University; IMD; Temple University; and the East-West Center.

The instructional team is of international reputation and the pedagogy combines theory with application. Throughout the EWKLP, guest lecturers will be invited to share their knowledge of and experiences in such topics as East-West Philosophy and Religions, IT Innovations, and Doing Business in Asia.





"I had the opportunity to meet people from around the world at JAIRS. I learned about different cultures and ways of doing business. Working in the multicultural environment of the International Olympic Committee, I now realize the true importance of my JAIRS experience."

*Pierre Fratter-Bardy
Project Officer
International Olympic
Committee
Switzerland*



Facilities and Environment

JAIRS 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 JAIRS because of its crossroads-of-the-Pacific convenience and for its multiethnic community linking East and West.

The JAIRS 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, wi-fi access and personal computers for participant use, and a student lounge.

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, other printed and audio-visual materials, and online business-related databases.



EWKLP Program Curriculum

Enhancing your effectiveness and integrity as a knowledge-based leader is our main goal. The EWKLP curriculum offers a holistic, multidisciplinary approach to managing issues pertinent to today's business environment.

The following courses will equip you with the knowledge, skills, and experiences necessary to make a difference.

EWKLP Courses

EWKLP 500: Art of Negotiation

This course focuses on deal making and dispute resolution in the context of international business transactions with a special emphasis on cross-cultural conflicts. Study, discuss, and practice negotiation, mediation, and arbitration via role plays and simulations. Develop the skills of mediation and conciliation through hands-on learning. Understand the major cultural differences in international negotiation styles and improve your abilities to negotiate cross-culturally in personal and business situations. Simultaneously, learn the advantages and disadvantages of using alternative dispute resolution (ADR) methods to resolve business conflicts, and develop the skills of mediation/conciliation to assist others in resolving conflicts.

EWKLP 501: Business Law

This course examines the process as well as the substance of business law in the United States, focuses on a brief history of law in America, and examines the sources and areas of law that affect businesses. Discussion and lectures cover a range of topics including business organizations, visa issues, employment concerns, protection of patents and copyrights, trademarks and trade names, unfair business practices, insurance and issues of liability, and public policy concerns which have been legislated into law (such as sexual harassment, substance abuse, the ADA law regarding reasonable access to public accommodations for those with disabilities, etc.).

EWKLP 502: Corporate Finance and Capital Markets

This course covers financial accounting, corporate finance, capital markets, and mergers and acquisitions. Understand how finance is used as a management tool to maximize long-term value for shareholders. The teaching methodologies include lecture-oriented class discussions followed by relevant case studies to reinforce learning.





EWKLP 503: Economic and Financial Environment of Global Business

This course focuses on how the external environment of business (especially economic and financial) affects the operations, strategies, and performance of business organizations. Learn to apply the tools of knowledge management towards your organization, thus helping all become more effective in understanding and managing the external economic and financial environment in which it operates. Develop knowledge of the economic and financial environment of global business (with an emphasis on East and Southeast Asia) focusing on trends, issues, and prospects. Apply analytical tools to understand why past economic and financial events have occurred in order to better anticipate future developments.

EWKLP 504: Global Marketing Management

Think critically about global competition and gain familiarity with the problems and perspectives of marketing across national boundaries and with those within foreign countries. Gather insights into environmental perspectives of doing business outside one's home country. Practice the skill of analytical ability to make crucial marketing decisions facing all firms (exporters, licensor/licensee, joint venture firms, and firms with overseas subsidiaries) engaged in business abroad while gaining a broader understanding of the interfaces of marketing with other business functions, particularly with R&D and manufacturing. Learn about the knowledge of tools and practices for structuring and controlling marketing programs on a global basis, including the possibilities and limitations of the Internet in conducting international marketing.

EWKLP 505: Globalizing Hawaii

Gain a working knowledge of Hawaii, its unique history and its environmental, economic, and cultural positioning at the center of the Pacific Ocean. Examine assumptions about Hawaii, including that it is home to a culturally diverse population that is unusual even for Polynesia, and that it bears the historical record of the major themes of globalization including diaspora and depopulation, cultural transformations, racism, competition for colonies, and profound environmental change.

EWKLP 506: Knowledge Management and Innovation

This course serves as a primer for knowledge management. Learn the definition of knowledge and gain insight to the various aspects of knowledge creation and utilization. Understand the theory of knowledge creation as well as how to apply knowledge management to one's own organization. Discuss classical organizational theories, case studies, and theory-building methodologies.



EWKLP 507: Leadership and Ethics

Study leadership and ethics in the context of business, East and West. Discover your preferred style of leading and following, and gain information about your particular strengths and weaknesses. Based on this, examine how likely and under what conditions you might become a toxic leader or follower. Review selected classic and contemporary literature to obtain case studies for class discussions, and participate in experimental activities and simulations.



EWKLP 508: Organizing Work

Review the dynamics of organizing people and work, and develop insights and frameworks that allow us to do this in a more consistently effective fashion as managers and as business professionals. Discuss the role of “organization” in the pursuit of sustained high performance, and consider the issues involved at both the complex organizational and team levels.

EWKLP 509: Special Topics

Participate in a series of lectures, site visits, and interactive activities that provide opportunities for experiencing, discussing, and exploring global management and leadership issues. Guest speakers and off-campus activities will expand your knowledge, skills, experiences, and understanding for doing business in today’s economy. Create and present a hybrid East-West business model based on key learnings from your EWKLP experience that has the potential to resolve a real-life business problem.

EWKLP 510: Strategy in Emerging Markets

Analyze strategy formation and execution by firms for competing in the global economic environment with a particular focus on emerging markets. Examine the usual motives and reasons that lead to strategic decisions on corporate governance, consolidation, integration, outsourcing, diversification, focusing, and globalization, etc., and apply these to the key perspectives on corporate strategy. Build awareness of the different approaches and wide-ranging factors that may influence the formation and execution of strategy.

EWKLP Study Option

Increasing Competencies for International Communication (IC²) Program

Prior to the start of the EWKLP program, JAIMS offers students an opportunity to enhance their own unique communication styles.

The optional four-week Increasing Competencies for International Communication (IC²) program is ideal for those who want to develop a greater appreciation for and confidence in their personal communication styles.

The program will improve and increase student's knowledge, skills, and confidence in successfully representing themselves in English in formal and informal situations. The IC² program focuses on English as an International Language (EIL).

Students will improve their abilities to work as a team, to cope with new cultures, and to manage diversity.

A *Critical Reading and Writing Essentials* course will teach students how to read critically, and how to write clearly and concisely, while a course entitled the *Art of Persuasion* will challenge students to think critically, ask the “right” questions, and communicate persuasively.

The \$3,000 tuition for the IC² does not include travel, living or other expenses incurred by the participant during the IC² program.



IC² “Coffee Talk” Sessions: Each morning, students meet for coffee and leisurely group conversation with Larry Smith, the program’s lead faculty member. The relaxing and informal atmosphere helps students practice communicating in English.

Academic Services

JAIMS provides assistance with admissions, immigration, housing, and other key concerns. Participants are encouraged 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

JAIMS does not have dormitory facilities. However, to assist you in locating suitable housing, JAIMS maintains a housing database of rooms for rent in houses and apartments. Fully furnished rentals range in price from approximately \$500 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.

Shopping, banking, and other services are also conveniently located in Hawaii Kai and surrounding area. JAIMS' housing database keeps up-to-date listing of available rentals to aid you in finding convenient and suitable housing during your stay in Hawaii.

JAIMS conducts a housing orientation on the first day of EWKLP. JAIMS recommends making housing arrangements after arriving in Hawaii.



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 JAIMS, 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 JAIMS and to surrounding shopping facilities.



"JAIMS opened my eyes to incredibly relevant intercultural business issues. It is remarkable to learn directly from people who bring the immediacy of the real world into the classroom. The experience was priceless."

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



Admission



here are three key requirements for admission to the East-West Knowledge Leaders 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 (five years preferred) at the time of application
- A minimum TOEFL (Test of English as a Foreign Language) score of 577/233/90 (paper/computer/Internet), TOEIC (Test of English for International Communication) score of 750, or IELTS (International English Language Testing System) overall band test result of 6.50 or higher

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

Application Process

Applicants must submit a completed EWKLP application to JAISMS or the JAISMS 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. 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 JAISMS or JJO.

Participants may view the JAISMS website at <http://www.jaism.org> for detailed information about passport, tuition, health

insurance, housing, and transportation. The Admissions Officer can help with admissions, immigration, health insurance plan enrollment, and transcript requests.

Payment Policies

When the applicant is approved for admission, a \$500 nonrefundable deposit is due one month after the application deadline. The balance of tuition and fees are due one month prior to the start of the program. Payment by cash, check, money order, credit card, or wire transfer is accepted.

Tuition, Fees, and Estimated Expenses

EWKLP Tuition	\$8,000 ¹
Estimated Living Expenses	\$4,500 ²
Increasing Competencies for International Communication (IC ²) Program	\$3,000 ³
IC ² Program Living Expenses	\$1,500 ²
Total Estimated Cost	US\$12,500 - \$17,000

1 Includes books and class fees

2 Includes estimates for food, housing, and public transportation

3 Optional

Test Contacts

TOEFL

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

TOEIC

TOEIC Services America
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E-mail: tsa@ets.org; Web: <http://www.ets.org/toEIC>

IELTS

Web: <http://www.ielts.org>
E-mail: ielts@britishcouncil.org
ielts@idp.com

Academic Regulations

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.

Graduate Diploma

JAISMS awards a Graduate Diploma when the requirements of the EWKLP are successfully fulfilled with a minimum cumulative GPA of 3.0.



Scholarships and Honors



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

Scholarships

The **Fujitsu Scholarship**, established by Fujitsu Limited, covers program fees and a possible stipend for the three-month EWKLP. The scholarship is available to citizens of Australia, Cambodia, China, Hong Kong, India, Indonesia, Laos, Malaysia, Myanmar, New Zealand, the Philippines, Singapore, South Korea, Sri Lanka, Taiwan, Thailand, and Vietnam, and residents of the State of Hawaii. Special conditions apply only to Vietnam. Contact the Fujitsu Limited office in your home country for an application or access the Fujitsu Scholarship website for more information (<http://www.fujitsu.com/scholarship>).

The **Japan Exchange and Teaching (JET) Scholarship** of U.S. \$2,000 is available to all first-time EWKLP applicants who are JET programme alumni.

The **JAIMS Alumni Scholarship** of U.S. \$3,000 is available to all JAIMS graduates.

Honors and Awards

A Graduate Diploma with Highest Distinction is awarded to students who complete the EWKLP with a cumulative GPA of 4.0. A Graduate Diploma with High Distinction is awarded to those with a cumulative GPA of 3.8 or higher.

The **Francis A. Wong Award** is given on the basis of “promising entrepreneurial skills as evidenced by demonstrated initiative and

leadership qualities during his/her attendance as a student of JAIMS.”

The **Students’ Choice Award** is presented to the student selected by classmates based on criteria determined by class members. The recipient gives the EWKLP class speech during the Closing Ceremony.



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

*Elvia Tjhin
Personal Assistant
PT. Cipta
Mapan Logistik
Indonesia*



JAIMS President, Dr. Ikujiro Nonaka, with recipient of the Francis A. Wong Award, Skevos Macarounas (Australia).



Dr. Blair Odo and Mark Uchida with Ming Ta Hung (Taiwan), winner of the Student's Choice Award.



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