

***Global Leaders for
Innovation and Knowledge
2015 Fall
(GLIK 2015F)***

**Program Guidance
Version 3.0**

August 30, 2015

Fujitsu-JAISMS Foundation

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Rev	Date of Issue	Log
Version 1.0	Jul. 23, 2015	Issued version 1.0.
Version 2.0	Aug. 30, 2015	Issued version 2.0. 1.3 Venues • Added “Minato Mirai Innovation & Future Center”. 3.5. Credits • Peter Herschock was assigned to the Philosophy lecture of HL-503. 4.1. Japan Module I • Changed the accommodation from LS (Laforet Shuzenji) to Winery (Hotel Winery Hills) • Changed “LS*1” for Sep. 1 to “Winery *2.” • Changed the meeting time on Sep. 1 from 8:00 a.m. to 8:50 a.m. • Changed the date of the Hawaii Project orientation from Sep. 24 to Sep. 22. • The “shaping tomorrow with you” course on Oct. 5 would be delivered at “Minato Mirai Innovation & Future Center”. • Changed the schedule of Sep. 24. 4.2. Hawaii Module • Prof. Herschock was assigned to HL-503 Philosophy on Oct. 26 and 27. • Changed the schedule on Nov. 5. • “International Night” was scheduled on Oct. 7. • Changed the schedule on Nov. 9. • Changed the schedule on Nov. 10. • Changed the schedule on Nov. 11. 5.1 JT-501 Knowledge Management and Innovation 5.1.1 Profiles of faculty and guest speakers • Added the profile of Mr. Chihiro Takayama. 5.1.6 Materials • “Case: Seven –Eleven Japan” was uploaded on the server. 5.1.7 Schedule • Changed the schedule, as follows: - Day 3 Afternoon -> Day 4 Morning - Day 4 Morning -> Day Afternoon - Day 4 Afternoon -> Day 5 Morning - Day 5 Afternoon - > Day 6 Afternoon - Day 6 Morning -> Day 7 Morning 5.2 JT-502 Strategic Management

		5.2.6 Materials • Added the following two materials: - 14-x-2008 ea2001 081014 - ea2201 5.2.8 Schedule • Corrected the date on Day 4. • Changed the members of Team C. 5.3 JT-503 Organizational Behavior 5.3.6 Materials • Added the materials. 5.3.7 Schedule • Changed the schedule. 5.4. JT-504 Global HRM 5.4.5 Pre-Class Assignment • Changed the pre-class assignment. 5.4.6 Materials • Added the materials. 5.4.7 Schedule • Changed the schedule. • Changed the DAY 2-Afternoon schedule. 5.5 JT-505 Global Marketing Management 5.5.1 Profiles of faculty and guest speaker • Added the profile of the guest speaker. 5.5.5 Pre-Class Assignment • Added the group table in Item Task 3. 5.5.6 Materials • Added the material. 5.5.7 Schedule • Changed the schedule of DAY 2. 5.6 ML-508 Security and Cooperation 5.6.1 Profiles of faculty and guest speaker • Added the profile of a guest speaker “Denny Roy.” 5.6.6 Pre-class assignment • Changed the pre-class assignment. 5.6.7 Materials • Changed the priority of some materials, and added two materials. 5.6.8 Schedule • Prof. Roy was assigned to a guest lecture on Day 2. • Changed the schedule on Day 2.
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		5.10 MF-504 Capstone Project 5.10.7 Schedule • Changed the deadline time for the worksheet, as follows: - Sep. 10, 13:00 -> Sep. 10. 9:15 - Sep. 30, 13:00 -> Sep. 30, 9:15 5.11 HT-506 Leadership 5.11.4 • Changed the pre-class assignment. 5.13 HL-503 Philosophy • Added the course syllabus. 5.15 HL-505 Economic and Financial Environment of Global Business 5.15.6 Schedule • Updated the schedule. 5.19 HM-504 Art of Negotiation 5.19.5 Pre-Class Assignment • Changed the pre-class assignment. 5.20. HF-501 Hawaii Project 5.20.7 Schedule • Changed the number of coaching sessions. 6. Venues 6.1 Japan Module I • Added the information about Kawasaki Research & Manufacturing Facilities • Added the information about Minato Mirai Innovation & Future Center.
Version 3.0		4. Course Schedule 4.2. Hawaii Module • Changed the schedule for Nov. 9. 5. Course Syllabus 5.10. MF-504 Capstone Project 5.10.7 Schedule • Changed the schedule for Nov. 9.

		5.21. SF-503 Field study in Singapore • Added the 5.21.20 Schedule <u>Nov. 24– Afternoon</u> 13:30 - 15:00 : Presentation by CLC 5.21.28 Schedule • Changed School of Informatics & IT (IIT) for 5:30pm. 5.21.33 Materials • Added the version number to the title. 5.22. TF-502 Field study in Thailand 5.22.7 Schedule DAY 2-5 • Updated the schedule for Doi Tung Development Project.

1. Overview

1.1. What is the Global Leaders for Innovation and Knowledge Program?

Global Leaders for Innovation and Knowledge (GLIK), an international management program developed based on the vision of Dr. Ikujiro Nonaka* (Professor Emeritus of Hitotsubashi University), the global authority in knowledge creation theory.

The objective of the program is to nurture leaders with “practical wisdom” to realize good global management. Practical wisdom consists of capability to judge and capability to act. Capability to judge is capability to judge what is good in a changing context, while capability to act means capabilities for making decisions, exercising political power, appreciating human interaction and bravery to realize what is good.

Ikujiro Nonaka

Professor Emeritus,
Hitotsubashi University Graduate School of
International Corporate Strategy;
First Distinguished Drucker Scholar in Residence
at the Drucker School and Institute,
Claremont Graduate University;
Xerox Distinguished Faculty Scholar, IMIO,
University of California, Berkeley



Dr. Nonaka is best known for his study of Knowledge Management. He has long been one of the Japan's foremost authorities on developing and using the intellectual capital of workers to create and expand business knowledge. He co-authored *The Knowledge-Creating Company* with Hirotaka Takeuchi. In 2008, the Wall Street Journal named him as one of the most influential business thinkers.

1.2. Period

From August 30 to December 11, 2015

Japan I	(6 weeks)	August 30, 2015 (Sun.) to October 8, 2015 (Thu.)
Hawaii	(6 weeks)	October 9, 2015 (Fri.) to November 18, 2015 (Wed.)
Singapore	(1 week)	November 23, 2015 (Mon.) to November 27, 2015 (Fri.)
Thailand	(1 week)	November 30, 2015 (Mon.) to December 4, 2015 (Fri.)
Japan II	(1 week)	December 7, 2015 (Mon.) to December 11, 2015 (Fri.)

1.3. Venues

Major sites from August 30 to December 11, 2015

Japan I	•Hotel Winery Hill (Winery) (from Aug. 30, 2015 (Sun.) to Sep. 1, 2015(Tue.)) *1 •Chuo University Korakuen Campus (Chuo Univ.) (from Aug. 30, 2015 (Sun.) to Oct. 8, 2015 (Thu.)) •International Productivity Center (IPC) (from Sep. 28, 2015 (Mon.) and Sep. 29, 2015 (Tue.)) *1 •Minato Mirai Innovation & Future Center (on Oct. 5, 2015 (Mon))
Hawaii	•JAIMS *2
Thailand	•Doi Tung Development Project (Doi Tung)
Singapore	•Fujitsu Asia Pte. Ltd. (FAPL)
Japan II	•Chuo University Korakuen Campus (Chuo Univ.) •Minato Mirai Innovation & Future Center (on Dec. 10, 2015 (Thu.))

*1 Training camp

*2 JAIMS: JAIMS is a private, non-profit, postgraduate institute established in 1972 by Fujitsu Limited. For more details, please refer to Section 1.5, "Owner of GLIK."

1.4. Profiles of Program Director

Ryoko Toyama, Program Director

Professor, Graduate School of Strategic Management, Chuo University

Dr. Toyama received her B.A. and M.A. from Hitotsubashi University, and Ph.D. from the University of Michigan. Her research interests are global business strategy, knowledge creation, and innovation management, and she is a co-author of Managing Flow with Ikujiro Nonaka and Toru Hirata. She is also a Visiting Professor, the Graduate School of Knowledge Science, Japan Advanced Institute of Science and Technology.

Dr. Toyama also delivers courses in the GLIK program as one of the faculty members.

1.5. Owner of GLIK

Fujitsu-JAIMS Foundation

Fujitsu-JAIMS Foundation (FJF) which is the owner of GLIK was established and run by JAIMS Planning Department of Fujitsu Limited to develop global leaders as a part of the company's social contribution effort. The mission of FJF is to contribute to the development of human resources and the formation of a community through knowledge co-creation in the Asia-Pacific region.

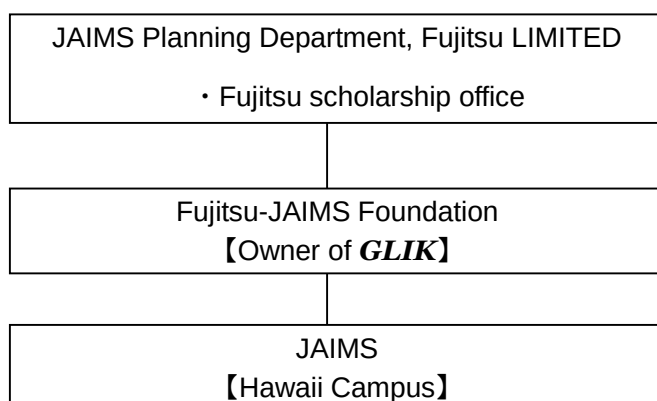
This initiative originally started in 1972 when Fujitsu established an academic institution in Hawaii called JAIMS, which is the acronym for Japan-America Institute of Management Science.

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More than 3,000 people have studied in various academic programs of JAIMS since then. With the establishment of FJF in 2012, the headquarters function of JAIMS was transferred to FJF, and JAIMS now plays a role of FJF's Hawaii campus.

Fujitsu Scholarship Program is Fujitsu's another contribution initiative to allow business leaders to develop their skills, so that they use their enhanced skills for the good of their community. This scholarship is managed by JAIMS Planning Department of Fujitsu Limited as well.

FJF and JAIMS, in conjunction with Fujitsu Scholarship Program, collaborate with each other and deliver the GLIK.



1.6. Contact information

Fujitsu-JAIMS Foundation

If you have any questions, please contact to Fujitsu-JAIMS Foundation.

Address: Fujitsu Solution Square, 17-25, Shinkamata 1-chome, Ota-ku, Tokyo 144-8588, Japan

Telephone: +81-3-6424-6621

Email address: glk@jaims.jp

Offices hours: From 9:00 a.m. to 5:00 p.m., Monday through Friday

(Lunch break: 11:40 a.m. – 12:40 p.m.)

2. Curriculum

2.1. Curriculum concepts

This program which is to nurture leaders with “practical wisdom” consists of three pillars: management theory, liberal arts, and methodology & practice. (Figure 1)

Management theory and liberal arts are to nurture capability to judge. Participants study management theory which is necessary for management with “practical wisdom” including knowledge creation theory. Deep understanding of liberal arts is necessary to judge what is good. “What is good” is value judgment and such judgment can be developed by studying liberal arts such as philosophy, history, ethics and language. It is also essential to study multi-cultural perspectives for nurturing global leaders.

Methodology & practice are to nurture capability to act. Participants study methodology such as ethnography, concept creation and negotiation and put these theory and methodology into practical use in their projects and site visits so that they can nurture capability to quickly act for what they have judged as good.

Figure 1: Curriculum



Competencies which participants are expected to acquire through these components are shown in Figure 2.

Figure 2: Competencies

Category	Subjects	Competencies
Management Theory	Strategy	Ability to visualize the future by judging the situation and taking prompt action to realize it
	Knowledge Management	Ability to share and create knowledge, and make the innovation happen
	Finance	Ability to effectively use the resources for making innovation happen
	Marketing	Ability to know "good" which customers look for and to realize and communicate it
	Organizational Behavior, Leadership, Global HRM	Ability to move the organization forward to make the innovation happen
Liberal Arts	Philosophy	Ability to think "What is good?" and "How to live?"
	History, International Relations	Ability to position the current situation in the large context
	Ethics	Ability to judge goodness in a contradictory context
	Law, Security	Ability to judge "social goodness"(Common Good)
	Language	Ability to convey one's own thoughts to others and understand others
	Multi-culture	Ability to collaborate with others in the global community
Methodology & Practice	Ethnography	Ability to see the reality as it is
	Concept Creation	Ability to create unique and new concepts
	Negotiation	Ability to influence others in realizing the concepts
	Project, ICT	Ability to draw on the knowledge of others and oneself to solve issues
	Site Visit	Ability to visualize the future and realize good

2.2. Modules

The program provides a multi-campus network of four countries; Japan, US (Hawaii), Singapore and Thailand, where participants can acquire these competencies.

2.2.1 Module 1: Japan I (6 weeks)

Participants learn management theory including knowledge creation theory. This module includes lectures, company visits, and presentation by management. They learn via actual examples of how theories are applied.

At the beginning of the module, they participate in a team-building session to create a productive foundation for learning from one another. In addition, after the team-building session, they deliver a presentation on a specific issue they wish to explore. They pursue this issue throughout the program and at the end of the program, they share an innovative solution for this issue. This project-based approach encourages them to draw relevant connections between program learning and the issue.

Toward the end of the module, "Waigaya" session is organized not only for learning a concept-creation methodology but also for further team-building.



2.2.2 Module 2: Hawaii (6 weeks)

Participants focus on liberal arts in the modules. They take advantage of a small community in Honolulu, Hawaii where diverse cultures intersect and deepen their learning of multi-cultural management. "Multiculturalism and Global Citizenship" is positioned as a core course that will help them shift their perspective as a citizen of their country of origin to that of a global citizen. Teaching methods include lectures, activities, and discussion.

During this module, they conduct a group project in which their team will develop an innovation model to address an issue or problem faced by a company, NPO, or a government organization in Hawaii. Through this process, they interact with the local community in Hawaii and apply the knowledge gained through the program.

2.2.3 Module 3: Singapore (1 week)

They study a thriving example of a sustainable city. Singapore has achieved a sustainable and internationally competitive city by speedily materializing the vision and integrating knowledge of public, private and academic sectors. They learn about the process and leadership that created the vision for the "good global society" and established targets to mobilize forces. Specifically, they learn about the national strategy of Singapore and the essence of its success through dialog with private as well as public sector personnel. Site visit is also included.

2.2.4 Module 4: Thailand (1 week)

They study a working example of social innovation by visiting the Doi Tung Development Project. This project is an example of innovation for the common good and practice of leadership in which tribal communities in a mountainous district were able to secure sustainable livelihoods with the elimination of drug cultivation as a source of personal income and gaining of economic independence. They also learn about sufficiency management.

2.2.5 Module 5: Japan II (1 week)

This is a wrap-up module. Participants reflect on their learning throughout the program, revisit and address the issue they identified at the beginning of the program, and deliver a presentation on the innovations they will undertake for the common good.



3. Course credits

3.1. Course code

- Consisting of 2 digits plus 3 digits
 - "J" means place :
J: Japan, H: Hawaii, T: Thailand, S: Singapore, M: Multi-campus
 - "M" means category :
T: Management theory, L: Liberal arts, F: Field Study, M: Methodology
 - "5" means level of course
5: graduate level
 - XY: Sequential number of category

3.2. Course credits

- Course hours are basically from 9:30 a.m. to 5:30 p.m. (including break, move and lunch). The schedule is subject to modification.
- Credits are issued to all courses with the exception of the following course (hereafter called "Non-credit Courses").
 - JM-501 Team Building

3.3. Grade calculation

- Grades for all courses excluding the Non-credit Courses are based on the following 4.0 scale. The grade is based on absolute evaluation system.

Grade	Level	Grade point
A+	Excellent	4.33
A		4.00
A-		3.67
B+	Good	3.33
B		3.00
B-		2.67
C+	Average	2.33
C		2.00
C-		1.67
D+	Below Average	1.33
D		1.00
D-		0.67
F	Failure	0
W	Withdrawal*	0

- * Withdrawal means to quit the program either before the start or halfway.
- The grade of the Non-credit Courses is “Pass” or “No-Pass”.
- * Non-credit Courses are evaluated with class participation and/or key-learning report.
- The grades for all courses excluding the Non-credit 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.

3.4. Graduation requirements

- Graduation requirements shall be successful completion of all courses excluding the Non-credit Courses with a grade of C or better, and a minimum cumulative grade point average (GPA) of 3.0. The Non-credit Courses are required to be completed with a “Pass.”
- The GLIK program is a non-degree program.
- Fujitsu-JAIMS Foundation shall provide the certification and the grade report covering all the modules of the GLIK program to each graduate.

3.5. Credits

Module	Category	Code	Course	Main Lecturers	Credits
Japan I	Management	JT-501	Knowledge Management and Innovation	Ryoko Toyama Ikujiro Nonaka	5.0
		JT-502	Strategic Management	Kimio Kase	4.0
		JT-503	Organizational Behavior	Emiko Tsuyuki	3.5
		JT-504	Global HRM	Yutaka Nakashima	2.5
		JT-505	Global Marketing Management	Hiroshi Tanaka	2.0
	Liberal Arts	ML-508	Security and Cooperation	Atsushi Tago	(*1)
	Practice & Methodology	JM-501	Team Building	Project Adventure Japan	Non-Credit
		JM-502	Concept Creation	Saburo Kobayashi	3.5
		MF-504	Capstone Project	Ryoko Toyama	(*2)
		JF-505	【Sponsored by Fujitsu】 shaping tomorrow with you	Takashi Maeno	(*4)
Hawaii	Management	JT-501	Knowledge Management and Innovation	Ryoko Toyama Ikujiro Nonaka	(*3)
		HT-506	Leadership	David McClain	2.0
		HT-507	Corporate Finance	Ben Bystrom	2.0
	Liberal Arts	HL-503	Philosophy	Peter Hershock	2.0
		HL-504	International Law and Ethics	Nicholas Ordway	2.0
		HL-505	Economic and Financial Environment of Global Business	David McClain	3.0
		HL-506	Multiculturalism and Global Citizenship	Yujin Yaguchi	5.0
		HL-507	Socratic Inquiry	Tammy Jones	0.5
		ML-508	Security and Cooperation	Atsushi Tago	(*1)
	Practice & Methodology	HM-503	Ethnography	Roderick N. Labrador	1.5
		HM-504	Art of Negotiation	John Barkai	2.0
		HF-501	Hawaii Project	Steve Novak	5.0
		MF-504	Capstone Project	Ryoko Toyama	(*2)
Singapore	Liberal Arts	ML-508	Security and Cooperation	Atsushi Tago	(*1)
	Practice & Methodology	SF-503	Field study in Singapore	Ryoko Toyama	4.5
Thailand	Practice & Methodology	TF-502	Field study in Thailand	Ryoko Toyama	5.0
Japan II	Liberal Arts	ML-508	Security and Cooperation	Atsushi Tago	3.5
	Practice & Methodology	MF-504	Capstone Project	Ryoko Toyama	6.0
		JF-505	【Sponsored by Fujitsu】 shaping tomorrow with you	Takashi Maeno	2.0
Total					66.5

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- (*1) The credits of ML-508 on Japan I, Hawaii and Singapore are included in ML-508 of Japan II.
- (*2) The credits of MF-504 on Japan I and Hawaii are included in MF-504 of Japan II.
- (*3) The credits of JT-501 on Hawaii are included in JT-501 of Japan I.
- (*4) The credits of JF-505 on Japan I are included in JF-505 of Japan II.

4. Course Schedule

The schedule below is subject to change.

4.1. Japan Module I

Date	Time	Venue	Course Code	Course (Contents)	Lecturers	Notes
Aug. 30 (Sun.)	(For scholars) Meet FJF staff at the lobby of KGH* at 8:20 a.m. and attend the orientation for scholars (For non-scholars) Meet FJF staff at the East gate of Chuo Univ. at 9:10 a.m.					
	9:30-12:55	Chuo Univ. (Room 31100)	—	Orientation (Program Overall)	Toyama FJF staff	
	12:55-14:15		—	Kick-off Party ★	—	★: FJF provides the meal.
	14:15-18:00	Move (From Chuo Univ. to Laforet Shuzenji)				
	18:30-19:30	LS *1	—	Dinner ★	—	19:30-21:00 (If needed) Group work for Strategic Management
Aug. 31 (Mon.)	7:00- 8:00	LS *1	—	Breakfast ★		
	9:00-12:00	Winery *2	JM-501	Team building (Activity)	PAJ	Meet FJF staff at the lobby (LS *1) at 8:00 a.m.
	12:00-13:00		—	Lunch ★	—	
	13:00-17:00		JM-501	Team building (Activity)	PAJ	
	18:00-19:00		—	Dinner ★		19:00-21:00 (If needed) Group work for Strategic Management
Sep. 1 (Tue.)	7:00- 8:00	Winery *2	—	Breakfast ★		
	9:00-12:00		JM-501	Team building (Activity)	PAJ	Meet FJF staff at the lobby at 8:50 a.m.
	12:00-13:00		—	Lunch ★	—	
	13:00-17:00		JM-501	Team building (Activity)	PAJ	
	17:00-20:30	Move (From Winery to Chuo Univ.)				

*1 LS (Laforet Shuzenji)

1) Location

Address: 1529 Odaira, Izu-shi, Shizuoka, 410-2415, Japan

Phone Number: +81-558-72-3311

URL: <http://www.laforet.co.jp/shuzenji/index.html> (This official site is only in Japanese.)

2) Map

Refer to “Program Participation Guide” for more information.

*2 Winery (Hotel Winery Hill)

1) Location

Address: 1434 Shimoshiraiwa, Izu-shi, Shizuoka 410-2501, Japan

Phone Number: +81-558-83-2310

URL: <http://www.shidax.co.jp/winery/> (This official site is only in Japanese.)

2) Map

Refer to “Program Participation Guide” for more information.

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Sep. 2 (Wed.)	9:15- 9:30	Chuo Univ. (Room 31100)	—	Speech by Mr. Ishida, Representative Director	—	
	9:30-13:00		MF-504	Capstone Project (Presentation 1)	Toyama	
	13:00-14:00		—	Lunch	—	
	14:00-17:30		MF-504	Capstone Project (Presentation 1)	Toyama	
	17:30-18:30		—	Orientation (Network Infra.)	FJF staff	Please bring your own PC.
Sep. 3 (Thu.)	9:15- 9:30	Chuo Univ. (Room 31100)	—	Orientation (Class Leader)	—	
	9:30-12:15		JT-502	Strategic Management	Kase	
	12:15-13:15		—	Lunch	—	
	13:15-17:30		JT-502	Strategic Management	Kase	
Sep. 4 (Fri.)	9:30-12:15	Chuo Univ. (Room 31100)	JT-502	Strategic Management	Kase	
	12:15-13:15		—	Lunch	—	
	13:15-17:30		JT-502	Strategic Management	Kase	
Sep. 5 (Sat.)	No class					
Sep. 6 (Sun.)	No class					
Sep. 7 (Mon.)	9:30-12:15	Chuo Univ. (Room 31100)	JT-502	Strategic Management	Kase	
	12:15-13:15		—	Lunch	—	
	13:15-17:30		JT-502	Strategic Management	Kase	

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Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Sep. 8 (Tue.)	9:30-12:15	<u>Kawasaki Research & Manufacturing Facilities</u> <u>*1</u>	JT-502	Strategic Management	Kase	
	12:15-13:00	—	—	Lunch	—	
	13:00-16:30	<u>Nihon Rikagaku Industry Co., Ltd.*2</u>	JT-502	Strategic Management (Site Visit : Nihon Rikagaku Industry Co., Ltd.*2)	Kase (Yasuhiro Oyama)	
	16:30-17:30	<u>Kawasaki Research & Manufacturing Facilities</u> <u>*1</u>		Wrap up of the course		

* 1 Kawasaki Research & Manufacturing Facilities

1) Location

Address: 4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan
Phone Number: +81-44-777-1111

2) Access

Kawasaki Research & Manufacturing Facilities is located in the front of Musashi-Nakahara Station on the JR Nanbu-line.

* 2 Nihon Rikagaku Industry Co., Ltd. (Kawasaki Factory)

1) Location

Address: 2-15-10 Kuji, Takatsu-ku, Kawasaki city, Kanagawa 213-0032, Japan
Phone Number: +81-44 -811-4121

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Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Sep. 9 (Wed.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-501	Knowledge Management and Innovation	Toyama	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JT-501	Knowledge Management and Innovation	Toyama	
Sep. 10 (Thu.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-501	Knowledge Management and Innovation	Toyama	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JT-501	Knowledge Management and Innovation	Toyama	
Sep. 11 (Fri.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-501	Knowledge Management and Innovation (Special lecturer: Eisai Co.,)	Toyama (Chihiro Takayama)	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		MF-504	Capstone Project (Presentation 2)	Toyama (Advisors)	
Sep. 12 (Sat.)	No class					
Sep. 13 (Sun.)	No class					
Sep. 14 (Mon.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-501	Knowledge Management and Innovation	Toyama	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JT-501	Knowledge Management and Innovation	Toyama	
Sep. 15 (Tue.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-501	Knowledge Management and Innovation	Toyama	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JT-503	Organizational Behavior	Tsuyuki	
Sep. 16 (Wed.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-503	Organizational Behavior	Tsuyuki	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JT-503	Organizational Behavior	Tsuyuki	

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Sep. 17 (Thu.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-503	Organizational Behavior	Tsuyuki	
	12:30-14:00	Sugamo	—	Lunch/Free time	—	Meet FJF staff at room 31100 and move together to <u>Sugamo</u> by train.
	14:00-17:30	<u>Sugamo Community Bank (HQ)*</u>	JT-503	Organizational Behavior (Site visit: Sugamo Community Bank (HQ)*)	Tsuyuki (Yoshiyuki Itou)	Meet FJF staff at the entrance of <u>Sugamo Community Bank (HQ)*</u> at 1:55 p.m.
Sep. 18 (Fri.)	9:00-11:00	Chuo Univ. (Room 31100)	MF-504	Capstone Project (Special Lecture: Fujitsu Laboratories, Ltd.)	Toyama (Makoto Okada)	
	11:00-12:00		—	Lunch	—	
	12:00-17:00		MF-504	Capstone Project (Gemba Watching/ Toyama Counseling (15:00- 17:00)/ Self-study)	Toyama	
Sep. 19 (Sat.)	No class					
Sep. 20 (Sun.)	No class					
Sep. 21 (Mon.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-503	Organizational Behavior	Tsuyuki	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JT-503	Organizational Behavior	Tsuyuki	
Sep. 22 (Tue.)	9:30-12:30	Chuo Univ. (Room 31100)	ML-508	Security and Cooperation	Tago	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		ML-508	Security and Cooperation	Tago	

*** Sugamo Community Bank (HQ)**

1) Location

Address: 2-10-2, Sugamo, Toshima-ku, Tokyo 170-8477, Japan

Phone Number: +81-3-3918-1132

2) Access

Sugamo Community Bank is located about 5 minutes' walk from Sugamo Station on the Mita-line.

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Sep. 23 (Wed.)	9:30-12:00	Chuo Univ. (Room 31100)	JT-505	Global Marketing Management	Tanaka	
	12:00-13:00		—	Lunch	—	
	13:00-17:30		JT-505	Global Marketing Management	Tanaka	
	17:30-18:30		—	Orientation TPS (Travel Package for Scholars)	FJF staff	
Sep. 24 (Thu.)	9:30-12:00	Chuo Univ. (Room 31100)	JT-505	Global Marketing Management	Tanaka	
	12:00-13:00		—	Lunch	—	
	13:00-17:30		JT-505	Global Marketing Management (Special lecture: Nissin Foods Holdings)	Tanaka (Fusako Znaiden)	
	17:30-18:00	Chuo Univ. (Room 31112)	—	Orientation (Hawaii Project)	Constancio Paranal III	
Sep. 25 (Fri.)	9:30-12:30	Chuo Univ. (Room 31100)	JM-502	Concept Creation	Kobayashi	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JM-502	Concept Creation	Kobayashi	
Sep. 26 (Sat.)	No class * Gemba watching (Please refer to the “Gemba Watching” section in [5.9 JM-502 Concept Creation (Sep. 25, 28, and 29)]).					
Sep. 27 (Sun.)	No class * Gemba watching (Please refer to the “Gemba Watching” section in [5.9 JM-502 Concept Creation (Sep. 25, 28, and 29)]).					

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Sep. 28 (Mon.)	10:00-12:30	IPC (Seminar room B)	JM-502	Concept Creation	Kobayashi	Meet FJF staff at the lobby of IPC at 9:45 a.m.
	12:30-13:30		—	Lunch ★	—	
	13:30-18:00		JM-502	Concept Creation	Kobayashi	
	18:00-19:00		—	Hotel Check in & Dinner ★	—	
	19:00-21:00	IPC (Special room)	JM-502	Concept Creation	Kobayashi	
Sep. 29 (Tue.)	7:30- 8:30	IPC (Seminar room B)	—	Breakfast ★		
	9:00-12:00		JM-502	Concept Creation	Kobayashi	
	12:00-13:00		—	Lunch ★	—	
	13:00-17:00		JM-502	Concept Creation	Kobayashi	
Sep. 30 (Wed.)	9:30-13:30	Chuo Univ. (Room 31100)	JT-504	Global HRM	Nakashima	
	13:30-14:30		—	Lunch	—	
	14:30-17:30		JT-504	Global HRM (Special lecture: Fujitsu Limited)	Nakashima (Hiroshi Hayashi)	
Oct. 1 (Thu.)	9:30-13:30	Chuo Univ. (Room 31100)	MF-504	Capstone Project (Counseling by Advisors)	Toyama (Advisors)	
	13:30-14:30		—	Lunch	—	
	14:30-17:30		JT-504	Global HRM	Nakashima	
Oct. 2 (Fri.)	9:30-12:30	Chuo Univ. (Room 31100)	JT-504	Global HRM	Nakashima	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JT-504	Global HRM	Nakashima	
	18:00-21:00	Chuo Univ.		Waigaya session with GLIK alumni	—	
Oct. 3 (Sat.)	No class					
Oct. 4 (Sun.)	No class					

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Oct. 5 (Mon.)	9:30-12:30	Minato Mirai Innovation & Future Center *1	JF-505	【Sponsored by Fujitsu】 shaping tomorrow with you	Maeno	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JF-505	【Sponsored by Fujitsu】 shaping tomorrow with you	Maeno	
Oct. 6 (Tue.)	No class *2 (Fujitsu Introduction session for only the scholars)					
Oct. 7 (Wed.)	9:30-12:30	Chuo Univ. (Room 31100)	MF-504	Capstone Project (Gemba Watching/Preparation for Presentation 3)	Toyama	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		MF-504	Capstone Project (Gemba Watching/Preparation for Presentation 3)	Toyama	
Oct. 8 (Thu.)	9:30-12:30	Chuo Univ. (Room 31100)	MF-504	Capstone Project (Presentation 3)	Toyama	
	12:45-13:45		—	Lunch (Leader meeting)	—	
	13:45-17:30		MF-504	Capstone Project (Presentation 3)	Toyama	
	17:30-18:00		—	Hawaii Module orientation	Toyama	

***1 Minato Mirai Innovation & Future Center**

1) Location

Address: Queen's Tower B, 2-3-3 Minato Mirai, Nishi-ku, Yokohama, Kanagawa 220-6109, Japan

Phone Number: +81-45-222-4309 (Fujitsu FSAS Inc.)

2) Access

Minato Mirai Innovation & Future Center is located about 5 minutes' walk from Minatomirai Station on the Minatomirai-line.

***2 Oct. 6 (No class)**

(For scholars) Meet FJF staff at the entrance of Fujitsu Kawasaki Research & Manufacturing Facilities at 9:30 a.m. and attend the Fujitsu Introduction session for scholars. (9:30, a.m. – 12:30, p.m.)

For details of Fujitsu Kawasaki Research & Manufacturing Facilities, please refer to page 19.

4.2. Hawaii Module

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Oct. 9 (Fri.)	<For Travel Package for Scholars(TPS) users> Move (From Japan to Hawaii)					
	13:00-17:00	JAISMS(HKSR)	—	Orientation	JAISMS staff	
Oct. 10 (Sat.)	No class (9:00-17:00 Housing support) JAISMS Lobby (as required)					
Oct. 11 (Sun)	No class (10:00-15:00 Housing support) JAISMS Lobby (as required)					
Oct. 12 (Mon.)	No class`					
Oct. 13 (Tue.)	9:00-10:00	JAISMS(HKSR)	—	JAISMS Orientation	JAISMS staff	
	10:00-12:00	JAISMS (Cafetorium)	HL-507	Socratic Inquiry	Jones	
	12:00-13:00		—	Hosted Lunch	—	
	13:00-14:30		HL-507	Socratic Inquiry	Jones	
	14:30-16:30		HF-501	Hawaii Project	Novak	
Oct. 14 (Wed.)	9:00-12:30	JAISMS(HKSR)	HL-504	International Law & Ethics	Ordway	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HL-504	International Law & Ethics	Ordway	
Oct. 15 (Thu.)	9:00-12:30	JAISMS(HKSR)	HL-504	International Law & Ethics	Ordway	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HL-504	International Law & Ethics	Ordway	
Oct. 16 (Fri.)	9:00-12:30	JAISMS(HKSR)	HF-501	Hawaii Project (Site Visit)	Novak	
	12:30-1330			Lunch		
	13:30-17:30		HF-501	Hawaii Project (Site Visit)	Novak	
Oct. 17 (Sat.)	9:00-12:30	JAISMS(HKSR)	HT-507	Corporate Finance	Bystrom	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HT-507	Corporate Finance	Bystrom	
Oct. 18 (Sun.)	No class					
Oct. 19 (Mon.)	9:00-12:30	JAISMS(HKSR)	HT-507	Corporate Finance	Bystrom	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HT-507	Corporate Finance	Bystrom	
Oct. 20 (Tue.)	9:00-12:30	JAISMS(HKSR)	HL-506	Multiculturalism & Global Citizenship	Yaguchi	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HL-506	Multiculturalism & Global Citizenship	Yaguchi/Osorio	
Oct. 21 (Wed.)	8:00-12:30	Iolani Palace	HL-506	Multiculturalism & Global Citizenship	Yaguchi	
	12:30-13:30		—	Lunch	—	
	13:30-17:30	JAISMS (HKSR)	HL-506	Multiculturalism & Global Citizenship	Yaguchi	

GLIK2015F Program Guidance

2023-2024 Program Calendar						
Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Oct. 22 (Thu.)	8:00-12:30	Pearl Harbor	HL-506	Multiculturalism & Global Citizenship	Yaguchi	
	12:30-15:00	Japanese Cultural Center of Hawaii	HL-506	Multiculturalism & Global Citizenship (Inc. lunch)	Yaguchi	
	15:00-17:30	JAIMS (HKSR)	HL-506	Multiculturalism & Global Citizenship	Yaguchi	
Oct. 23 (Fri.)	9:00-12:30	JAIMS (HKSR)	HL-506	Multiculturalism & Global Citizenship	Yaguchi	
	12:30-13:30		—	Lunch	—	
	13:30-16:30		HL-506	Multiculturalism & Global Citizenship	Yaguchi	
Oct. 24 (Sat.)	9:00-12:30	JAIMS (HKSR)	HL-506	Multiculturalism & Global Citizenship	Yaguchi	
	12:30-13:30		—	Lunch	—	
	13:30-16:00		HL-506	Multiculturalism & Global Citizenship	Yaguchi	
Oct. 25 (Sun.)	No class					
Oct. 26 (Mon.)	9:00-12:30	JAIMS (HKSR)	HL-503	Philosophy	Hershock	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HL-503	Philosophy	Hershock	
Oct. 27 (Tue.)	9:00-12:30	JAIMS (HKSR)	HL-503	Philosophy	Hershock	
	12:30-13:30		—	Lunch	—	
	13:30-1730		HL-503	Philosophy	Hershock	
	18:00-20:50	JAIMS Pres. Office	MF-504	Capstone Project (Phone Meeting with Adviser)		Each has 20min.
Oct. 28 (Wed.)	9:00-12:30	JAIMS (HKSR)	HT-506	Leadership	McClain	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HT-506	Leadership	McClain	
	18:00-20:50	JAIMS Pres. Office	MF-504	Capstone Project (Phone Meeting with Adviser)		Each has 20min.
Oct. 29 (Thu.)	9:00-12:30	JAIMS (HKSR)	HM-503	Ethnography	Labrador	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HF-501	Hawaii Project	Novak	
	18:00-20:50	JAIMS Pres. Office	MF-504	Capstone Project (Phone Meeting with Adviser)		Each has 20min.

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Oct. 30 (Fri.)	9:00-12:30	JAITS (HKSR)	HT-506	Leadership	McClain	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HT-506	Leadership	McClain	
Oct. 31 (Sat.)	10:30-12:00	<u>Polynesian Cultural Center*</u>	—	Bus Transportation to Polynesian Cultural Center	---	
	12:00-21:00		HM-503	Ethnography Field Study: Polynesian Cultural Center	—	
	21:00-22:30		—	Bus Transportation to JAITS	---	
Nov. 1 (Sun.)	No class					
Nov. 2 (Mon.)	9:00-12:30	JAITS (HKSR)	HL-505	Economic & Financial Environment of Global Business	McClain	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HL-505	Economic & Financial Environment of Global Business	McClain	
Nov. 3 (Tue.)	9:00-12:30	JAITS (HKSR)	HM-503	Ethnography	Labrador	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HF-501	Hawaii Project	Novak	
Nov. 4 (Wed.)	9:00-12:30	JAITS (HKSR)	HL-505	Economic & Financial Environment of Global Business	McClain	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HL-505	Economic & Financial Environment of Global Business	McClain	
Nov. 5 (Thu.)	9:00-11:30	JAITS (HKSR)	ML-508	Security and Cooperation	Tago	
	11:30-12:30		—	Lunch	—	
	12:30-17:00		ML-508	Security and Cooperation	Tago	
Nov. 6 (Fri.)	9:00-12:30	JAITS (HKSR)	HL-505	Economic & Financial Environment of Global Business	McClain	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HL-505	Economic & Financial Environment of Global Business	McClain	

*** Polynesian Cultural Center**

1) Location

Address: 55-370, Kamehameha Hwy Laie, HI 96762
Phone Number: +1 808-293-3333

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Nov. 7 (Sat.)	International Night					
Nov. 8 (Sun.)	No class					
Nov. 9 (Mon.)	9:00-13:00	JAIMS (208)	JT-501	Knowledge Management & Innovation	Nonaka	
	13:00-14:00		—	Lunch	—	
	14:00-17:30	JAIMS (Pres. Off.)	MF-504	Capstone Project (Counseling by Prof. Toyama)	Toyama	Each has 20min.
Nov. 10 (Tue.)	9:30-12:30	JAIMS (208)	JT-501	Knowledge Management & Innovation	Nonaka	
	12:30-1:30	—	—	Lunch		
	13:30-17:30	JAIMS (HKSR)	HF-501	Hawaii Project	Novak	
Nov. 11 (Wed.)	9:00-12:00	JAIMS (Pres. Off.)	MF-504	Capstone Project (Counseling by Prof. Toyama)	Toyama	Each has 20min.
	12:00-13:00		—	Lunch	—	
	13:00-16:00		MF-504	Capstone Project (Counseling by Prof. Toyama)	Toyama	Each has 20min.
Nov. 12 (Thu.)	9:00-12:30	JAIMS (HKSR)	HM-504	Art of Negotiation	Barkai	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HM-504	Art of Negotiation	Barkai	
Nov. 13 (Fri.)	9:00-12:30	JAIMS (208)	HM-504	Art of Negotiation	Barkai	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		HM-504	Art of Negotiation	Barkai	
Nov. 14 (Sat.)	No class					
Nov. 15 (Sun.)	No class					
Nov. 16 (Mon.)	9:00-14:00	JAIMS (HKSR)	HF-501	Hawaii Project Rehearsal	Novak	
Nov. 17 (Tue.)	16:00-18:30	JAIMS (HKSR)	HF-501	Hawaii Project Competition	Novak	
Nov. 18 (Wed.)	17:00-18:00	JAIMS (Cafetorium)	—	Departure Briefing	—	
	18:00-19:30		—	ALOHA Reception	—	

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Nov. 19 (Thu.)	No class					
Nov. 20 (Fri.)	<For TPS users> Move (From Hawaii to Narita)					

4.3. Singapore Module

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Nov. 21 (Sat.)	<For TPS users> Move (From Narita to Singapore)					
Nov. 22 (Sun.)	No class					
Nov. 23 (Mon.)	9:30-12:30	FAPL	ML-508	Security and Cooperation	Tago (Huang Jing)	
	12:30-13:30		—	Lunch ★	—	
	13:30-13:45		SF-503	Field study in Singapore (Orientation)	Toyama	
	14:00-17:00		SF-503	Field study in Singapore (Challenges for Singapore in the post-Lee Kuan Yew era)	Kenneth	
Nov. 24 (Tue.)	9:30-11:00	FAPL	SF-503	Field study in Singapore (Economic Development by EDB (Dialogue with a government official))	EDB	
	11:15-12:30		SF-503	Field study in Singapore (Panasonic & Singapore, Long term strategic partnership (Dialogue with a commercial institution))	Panasonic	
	12:30-13:30		—	Lunch ★	—	
	13:30-15:00		SF-503	Field study in Singapore (Strategy in Developing the City Infrastructure)	CLC	Move together from FAPL to <u>A*Star</u> * on foot.
	15:30-17:00	A*Star	SF-503	Field study in Singapore (The Hub of Innovation)	A*Star	

* A*Star

1) Location

Address: 1 Fusionpolis Way, #18-10 Connexis North, Singapore 138632

URL: <http://www.a-star.edu.sg/>

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Nov. 25 (Wed.)	9:30-10:00	FAPL	SF-503	Field study in Singapore (Orientation for Observing Real Singapore)	Toyama	
	10:00-14:30	designated sites	—	Field study in Singapore (Observing Real Singapore) (Lunch ★)	—	Be back at the classroom by 14:30. 14:30-15:30 Move from FAPL to <u>Temasek</u> * by chartered bus.
	15:30-18:00	Temasek	SF-503	Field study in Singapore (Strategy in developing HR (Home for Talent))	Temasek	18:00-19:00 Move from Temasek to the Hotel by chartered bus
Nov. 26 (Thu.)	9:30-13:30	FAPL	SF-503	Field study in Singapore (Singapore government's leadership learning from history)	Lam	
	13:30-14:30		—	Lunch ★	—	
	14:30-17:30		SF-503	Field study in Singapore (Group work and Presentation)	Toyama	
Nov. 27 (Fri.)	9:30-12:30	FAPL	SF-503	Field study in Singapore (The Strategy of Singapore)	Neo	
	12:30-13:30		—	Lunch ★	—	
	13:30-17:30		SF-503	Field study in Singapore (The Strategy of Singapore and Wrap-up)	Neo	

*** Temasek Polytechnic (TP)**

1) Location

Address: Temasek Polytechnic, 21 Tampines Avenue 1, Singapore 529757

URL: <http://www.tp.edu.sg/main/index.asp>

4.4. Thailand Module

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Nov. 28 (Sat.)	<For TPS users> Move (From Singapore to Chiang Mai)					
Nov. 29 (Sun.)	No class					
Nov. 30 (Mon.)	AM	No class				
	12:00-12:45	Holiday Inn Chiangmai (HIC)	—	Lunch ★	—	
	12:45-13:00		TF-502	Field study in Thailand (Orientation)	Toyama	
	13:00-14:30		TF-502	Field study in Thailand (Sufficiency Economy)	Winit	
	14:30-15:30	Move	TF-502	Field study in Thailand (Sufficiency Economy)	—	Move together to <u>Nithi Foods Co., Ltd.*</u> by chartered bus.
	15:30-17:30	Nithi Foods Co., Ltd.	TF-502	Field study in Thailand Sufficiency Economy (Site Visit: Nithi Foods Co., Ltd.)	Winit (Smith Taweelerdniti)	
	17:30-18:30	Move	TF-502	Field study in Thailand (Sufficiency Economy)	—	Move together to HIC by chartered bus.
Dec. 1 (Tue.)	Move (From Chiang Mai to Chiang Rai)					
	11:00-12:00	Chiang Rai	TF-502	Field study in Thailand	Mae Fah Luang Foundation	Doi Tung Development Project
	12:00-13:00		—	Lunch ★	—	
	13:00-18:00		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
	18:00-19:00		—	Dinner ★	—	
	19:00-		TF-502	Field study in Thailand	Mae Fah Luang Foundation	

*Nithi Foods Co., Ltd.

1) Location

Address: 21/6 Moo 2, Chiang Mai-Hod Rd., Ban Klang, San Pa Tong, Chiang Mai 50120, Thailand

URL: <http://www.nithifoods.co.th/eng/about/about.php>

GLIK2015F Program Guidance

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Dec. 2 (Wed.)	8:00-9:00	Chiang Rai	—	Breakfast ★	—	
	9:00-12:00		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
	12:00-13:00		—	Lunch ★	—	
	13:00-18:00		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
	18:00-19:00		—	Dinner ★	—	
	19:00-		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
Dec. 3 (Thu.)	7:00-8:00		—	Breakfast ★	—	
	8:00-12:00		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
	12:00-13:00		—	Lunch ★	—	
	13:00-18:30		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
	18:30-19:30		—	Dinner ★	—	
	19:30-		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
Dec. 4 (Fri.)	7:30-8:30		—	Breakfast ★	—	
	8:30-10:00		TF-502	Field study in Thailand (Wrap-up)	Mae Fah Luang Foundation	
	10:00-12:00			Wrap-up	Toyama	
	12:00-13:00		—	Lunch ★	—	
	13:00-14:30		TF-502	Field study in Thailand	Mae Fah Luang Foundation	
	14:30-		—	Move (From Chiang Rai to Chiang Mai)	—	

4.5. Japan Module II

Date	Time	Venue	Course Code	Course (Contents)	Lecturers (Guest Speakers)	Notes
Dec. 5 (Sat.)	<For TPS users> Move (From Chiang Mai to Bangkok)					
Dec. 6 (Sun.)	<For TPS users> Move (From Bangkok to Haneda)					
Dec. 7 (Mon.)	9:30-12:30	Chuo Univ. (Room 31100)	ML-508	Security and Cooperation	Tago	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		ML-508	Security and Cooperation	Tago	
Dec. 8 (Tue.)	9:30-12:30	Chuo Univ. (Room 31100)	MF-504	Capstone Project (Preparation for the final presentation)	Toyama	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		MF-504	Capstone Project (Preparation for the final presentation)	Toyama	
Dec. 9 (Wed.)	9:30-12:50	Chuo Univ. (Room 31100)	MF-504	Capstone Project (Final presentation)	Toyama	
	12:50-13:50		—	Lunch	—	
	13:50-17:30		MF-504	Capstone Project (Final presentation)	Toyama	
Dec. 10 (Thu.)	9:30-12:30	Minato Mirai Innovation & Future Center *1	JF-505	【Sponsored by Fujitsu】shaping tomorrow with you	Maeno	
	12:30-13:30		—	Lunch	—	
	13:30-17:30		JF-505	【Sponsored by Fujitsu】shaping tomorrow with you	Maeno	
Dec. 11 (Fri.)	14:10-19:00	Fujitsu (Fujitsu Solution Square) *2	—	•Kaizen session •Reflection session •Commencement •Reception party	—	Meet FJF staff at the entrance gate on the 2 nd floor of <u>Fujitsu Solution Square</u> * at 14:00.

*1 Minato Mirai Innovation & Future Center

For detailed information, please refer to “*1 Minato Mirai Innovation & Future Center” on Page 24.

*2 Fujitsu Solution Square

1) Location

Address: 1-17-25 Shin-kamata, Ohta-ku, Tokyo, Japan, 144-8588

URL: http://www.fujitsu.com/global/about/corporate/locations/worldlocation/japan/about_SolutionSquare.html

5. Course Syllabus

NOTE: The following is a general outline of the course content. Topic areas and the schedule are subject to change during the term. Coverage to topics will be on “time permitting” basis depending on discussion.

5.1. JT-501 Knowledge Management and Innovation (Sep. 9, 10, 11, 14, 15, Nov. 9 and 10)

5.1.1 Profiles of faculty and guest speakers

Main lecturer: Ryoko Toyama, Director & Lecturer

Professor, Graduate School of Strategic Management, Chuo University

Special lecturer: Ikujiro Nonaka

Professor Emeritus, Hitotsubashi University Graduate School of International Corporate Strategy; First Distinguished Drucker Scholar in Residence at the Drucker School and Institute, Claremont Graduate University; Xerox Distinguished Faculty Scholar, IMIO, University of California, Berkeley

Guest speaker: Chihiro Takayama, M.B.A., Ph.D.

Group Officer, Executive Director of Knowledge Creation Department, Eisai Co., Ltd.

After graduating from the Faculty of Pharmaceutical Sciences, University of Tokyo, Takayama joined Eisai in 1992. His key previous assignments included obtaining approvals in the US and Japan for Eisai's Aricept, the treatment for Alzheimer's disease.

Takayama has also led educational activities for patients with dementia, and marketing initiatives that aimed to support Alzheimer's patients and their families in various scenes such as in the check-up, diagnosis, treatment, and nursing care.

He currently heads the knowledge creation department, and leads the fosterage of the corporate philosophy 'hnc' (human healthcare) among Eisai's global workforce.

5.1.2 Description

Knowledge is the one of the most important resource today. In this course, how organizations can continuously create knowledge, and what kind of leadership is necessary to promote the knowledge-creating process, will be explained. Case studies and a lecture by a guest speaker will be used to illustrate the theory in practice.

5.1.3 Objective

To understand the theory and the basic concepts of organizational knowledge creation.

5.1.4 Grading Criteria

Class Participation	40%
Final Presentation	60%

5.1.5 Pre-Class Assignment

1. Read three case studies (Seven-Eleven Japan, Eisai, Toyota Prius) and the article "Wise Leader"
2. If you have time, read "SECI, Ba, and Leadership : A Unified Model of Dynamic Knowledge Creation"

5.1.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Case: Seven-Eleven Japan	PDF	+++	No (Data only)	For group work
Case: Toyota Prius	PDF	+++	No (Data only)	For group work
Case: Eisai	PDF	+++	No (Data only)	For Lecture
SECI, Ba, and Leadership	PDF	++	No (Data only)	
Wise Leader	Article	+++	Yes	For Lecture by Nonaka (To be distributed on the first day of GLIK)
The Great 7 Philosophers 2014	PDF	+++	No (Data only)	
Managing Flow	Book	+	No	

Additional material to be handed at class

5.1.7 Schedule

DAY 1 – Morning

What is Knowledge

DAY 1 – Afternoon

SECI Process

DAY 2 – Morning

The Dynamic Model of Knowledge Creation

DAY 2 – Afternoon

Case Study: Seven-Eleven Japan

DAY 3 – Morning

Lecture by Chihiro Takayama, Eisai Co., Ltd

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DAY 4 – Morning

Case Study: Toyota Prius, Knowledge Leadership

DAY 4 – Afternoon

Knowledge Leadership

DAY 5 – Morning

Social Innovation and Knowledge Creation

DAY 6 – Afternoon (Hawaii)

Lecture by Prof. Ikujiro Nonaka

DAY 7 – Morning (Hawaii)

Lecture by Prof. Ikujiro Nonaka

5.2. JT-502 Strategic Management (Sep. 3, 4, 7, and 8)

5.2.1 Profiles of faculty and guest speaker

Main lecturer: Kimio Kase

Professor, Strategic Management, International University of Japan

Worked for Price Waterhouse European Firm as director, for Inter-American Development Bank in Washington, DC, at its Evaluation Office. Taught at ESADE (Spain), MpD (Bolivia) and IESE Business School. Visiting professor at CEIBS (China), Yonsei University (Korea), ICU (Japan), Rikkyo University (Japan), PAD (Peru), etc.

Guest speaker: Yasuhiro Oyama

Chairman of the Board of Directors, Nihon Rikagaku Industry Co., Ltd.

Born on Nov. 15, 1932

1956 Graduated from Faculty of Law, Chuo University.

Joined Nihon Rikagaku Industry Co., Ltd.

1974 President, Nihon Rikagaku Industry Co., Ltd.

1981 Vice-president of a chamber which was the predecessor of Japan Association of Employers of Persons with Severe Disabilities

1987 President of a chamber, the predecessor of Japan Association of Employers of Persons with Severe Disabilities

1989 Founding President, Japan Association of Employers of Persons with Severe Disabilities

2003 Retired from the President position of Japan Association of Employers of Persons with Severe Disabilities

2008 Chairman of the Board of Directors, Nihon Rikagaku Industry Co., Ltd.

5.2.2 Description

Strategic management is concerned with the study of an organization. Strategy is “the determination of the long term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals.” (A. Chandler, Strategy and Structure, 1962). The assumption underlying this course is that the primary goal of the enterprise is to be profitable over the long term. Hence, our primary focus will be upon the formulation and implementation of strategies which can achieve superior profitability in the long run.

Strategic management involves answering two questions:

1. "What business or businesses should we be in?", and
2. "Within a particular business, how should we compete?"

The answers to these questions define the two major areas of a company's strategy: corporate strategy and business (or competitive) strategy. This course will be concerned with both of these strategy areas.

FORMAT

- 1) Case analysis (individual study followed by a group discussion and then finally by a discussion among all participants in class). Intentionally cases are in their majority classic ones, wherefore the current topics are to be covered by the presentations of participants' analysis of the companies of their choice.
- 2) Students will be divided into four or five member teams each of which is expected to make a presentation on a topic to be assigned before the course starts.

5.2.3 Objective

1. To acquire familiarity with the principal concepts, frameworks and techniques of strategic management.
2. To gain expertise in applying these concepts, frameworks and techniques in order to
 - Understand the reasons for good or bad performance by an enterprise,
 - Generate strategy options for an enterprise,
 - Assess available options under conditions of imperfect knowledge,
 - Select the most appropriate strategy,
 - Recommend the best means of implementing the chosen strategy.
3. To integrate the knowledge gained in previous and parallel courses.
4. To develop your capacity as a general manager in terms of
 - An appreciation of the work of the general manager,
 - The ability to recognize opportunities for profit in the business environment of a particular enterprise,
 - The ability to develop original and innovatory approaches to strategic problems,
 - Developing business judgment
5. To improve your skills of oral and written communication

5.2.4 Grading Criteria

A	Upper 10%
B	Middle 80%
C	Lower 10%

* class participation: 60% weight

* presentation: 40% weight

5.2.5 Pre-Class Assignment

1. To read all the cases.
2. To have a look at the text slides.

5.2.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Slides Grant, M. G. (2010). Contemporary Strategy Analysis: Text & Cases (7th ed.). Oxford: John Wiley & Sons.	PPT	++	No (Data only)	
Mark & Spencer case	PDF	+++	No (Data only)	
NH Hotels case	PDF	+++	No (Data only)	
Crown Cork case	PDF	+++	No (Data only)	
Dr. Richner case	PDF	+++	No (Data only)	
Nissan's Carlos Ghosn case	PDF	+++	No (Data only)	
SOBOCE	PDF	+++	No (Data only)	
Sazo Idemitsu case	PDF	+++	No (Data only)	
Nihon Rikagaku	Word	+++	No (Data only)	
Dart 2004	PDF	+	No (Data only)	
14-x-2008 ea2001 081014	PDF	++	No (Data only)	
ea2201	PDF	++	No (Data only)	

5.2.7 WHAT YOU HAVE TO DO

1. READ AND ANALYSE WITHOUT FAIL THE ASSIGNED CASES BEFORE THE CLASS ON YOUR OWN AND THEN DISCUSS IT WITH YOUR TEAM MEMBERS; WITHOUT HAVING READ THE CASES THE EFFECTIVENESS OF YOUR LEARNING WOULD BE BY FAR LESS; IF YOU NEED ANY GUIDING QUESTIONS REFER TO ANNEX 2;
2. PRESENT YOUR ANALYSIS OF A FIRM (SEE ANNEX 1 FOR SUGGESTED COMPANIES) WITH YOUR TEAM;
3. CHAPTERS OF GRANT CORRESPOND TO THOSE OF THE SLIDES. IF YOU DON'T HAVE TIME FOR READING THEM, YOU MAY DO WITHOUT. PREFERENCE SHOULD BE GIVEN TO THE READING AND ANALYSIS OF CASES.

5.2.8 Schedule

DAY 1 (3rd Sep. 2015)	Case	Concept	Reading
1 st Session: competitive strategy: concepts (09:30-10:45) ⇒ Lecture by K Kase	No case	<u>Introduction:</u> <u>The basic framework for strategy analysis:</u> Introduction to industry analysis <u>Industry analysis:</u> The Porter 5-forces framework	Grant, Chap.1 Grant, Chap.3 Grant Chaps.3 and 4
2 nd Session: competitive strategy (11:00-12:15)	Marks & Spencer	Resources and capabilities	Grant Chap. 5
3 rd Session: competitive strategy (13:15-14:30)	NH Hotels	Competitive advantage	Grant Chap. 7
4 th Session: (14:45-17:30)	Preparation for Group presentation (See Annex 1 for suggested topics)		
Day 2 (4th Sep. 2015)			
5 th Session: (09:30-10:45)	Preparation for Group presentation		
6 th Session: (11:00-12:15)	Group presentation 1 (Team A)		
7 th Session: corporate-level strategy (13:15-14:30)	Crown Cork	Market structure	Grant Chap. 3-4
8 th Session: corporate-level strategy (14:45-16:00)	Soboce	Diversification and the management of the multibusiness corporation	Grant Chaps 14, 15, & 16
9 th Session: (16:15-17:30)	Group presentation 2 (Team B)		
Day 3 (7th Sep. 2015)			
10 th Session: various issues, cultures (09:30-10:45)	Sazo Idemitsu	Wise leader/Internal control/crisis management	Grant Chapter 6
11 th Session: various issues, management system	Dr. Richner	Organisation structure and	Grant Chapter 6

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(11:00-12:15)		management systems	
12 th Session: various issues (13:15-14:30)	Group presentation 3 (Team C)		
13 th Session: (14:45-16:00)	Group presentation 4 (Team D)		
14 th Session: (16:15-17:30)	Nissan's Carlos Ghosn	Leadership, decision	
Day 4 (8th Sep. 2015)			
15 th Session: (09:30-10:45)	Group presentation 5 (Team E)		
16 th Session: (11:00-12:15)	Nihon Rikagaku case		
17 th Session: (12:15-16:30) Visit to Nihon Rikagaku (12:15-13:00 Lunch) (13:00-13:30 Moving) (13:30-14:30 Presentation by Mr. Oyama) (14:30-15:00 Factory tour) (15:00-16:00 QA) (16:00-16:30 Moving)	Visit to Nihon Rikagaku		
18 th Session: (16:30-17:30)	Wrap up of the course		

ANNEX 1: Suggested topics for Group work

Suggested topics for Group presentation and possible study questions:

Notes: See List below. You can find out which team you belong on this course.

Before the program begins, please do the preparation for yourself. On August 30 and 31 the class room will be open until 9 p.m. for group discussion. However, you CANNOT use LAN or the Internet in this classroom.

Team A (topic 1): Kimura, Daido, Yokoyama, Ngo Gui, Vu

Team B (topic 2): Kunitomo, Tateno, Menon, Tanyag, Le

Team C (topic 3): Sakata, Fujita, Mehta, Tran

Team D (topic 4): Jodai, Hori, Santy, Subongkoj, Hoa Thuy Nguyen

Team E (topic 5): Shinha, Masuda, Halilul Rahuman, Viet Anh Nguyen

1. JR East and its strategy:

- What value does it create to the Japanese society?
- What problems do you foresee in its future strategy?
- How do they differ from its competitors?

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2. Kyocera:
 - (a) Why did they manage to surge as world-class competitors?
 - (b) What weaknesses and strengths does it have?
3. Xiaomi (小米), Samsung, Huawei and Apple in the mobile phone market:
 - (a) How do they compete? What strategy do they have?
 - (b) Who will win? Why?
4. Alibaba vs Google
 - (a) How do they compete? What strategy do they have?
 - (b) Who will win? Why?
5. Takeda Pharmaceutical
 - (a) Why does it have to go international?
 - (b) Were its M&A operations right? Why? Why not?

ANNEX 2: Study questions on the cases

To facilitate your analysis I set out below some questions that may guide you (though it must be understood that in the case discussion raising questions is the most important thing rather than answering them).

Marks & Spencer

1. What problem(s) face M&S?
2. What's happening with its overseas operations? Why?
3. Why M&S management do not take more drastic decision on its overseas operations?

NH Hotels

1. What problem(s) does Antonio Catalán? What do you recommend him?
2. What would Antonio have to do with his partner, Cofir?
3. Why discrepancy of opinion with Cofir?

Soboce

1. How come that Samuel had success without having any expertise, experience, etc.?
2. Why did Samuel make it public that he would sell Soboce? Isn't it counterproductive?
3. Who can buy him Soboce? What will it want from the Bolivian firm?

Sazo Idemitsu case

1. An utter chaos? Incapacity, incompetence on the part of TEPCO and the Cabinet?
2. What failures existed in the whole system?
3. Was Kan incompetent? Would other PMs have done better? How? Why?

Dr. Richner

1. What problems does Dr. Richner have with WHO, UNICEF, etc.?
2. What does Dr. Richner do to get donations? How did he design the organisational structure?
3. If Dr. Richner dies all of a sudden, what would happen to the hospitals and their infant patients? What would you recommend Dr. Richner to prevent any disaster?

Crown Cork

1. Five analysis to determine the forces of market surrounding Crown Cork's business
2. Is the industry environment attractive?
3. What did some of Crown Cork's competitors to overcome adverse surroundings?

4. What did Crown Cork?
5. What should the new chairman of Crown Cork do?

Nissan's Carlos Ghosn

1. What situation faced Carlos when he arrived at Nissan?
2. What did he do? What's the difference with his predecessors?
3. What experience did Carlos have? How did it benefit him?

Nihon Rikagaku Kogyo

1. What business model?
2. What elements does it have?
3. What strengths and weaknesses in the model?
4. Assess its management philosophy.

5.3. JT-503 Organizational Behavior (Sep. 15, 16, 17, and 21)

5.3.1 Profiles of faculty and guest speaker

Main lecturer: Emiko Tsuyuki

Professor, Graduate School of Strategic management, Chuo University

2012	Professor, Graduate school of Strategic Management, Chuo University
2011	Associate Professor, Graduate school of Strategic Management, Chuo University
2005-2011	Associate Professor, Department of Business Administration, Meisei University
2003-2007	Researcher, Innovation center for startups, National Institute of Advanced Industrial Science and Technology
2003	Ph.D. in Knowledge Science ; Japan Advanced Institute of Science and Technology (Advisor: Professor Ikujiro Nonaka)
1991-1998	Mayekawa Manufacturing Co., Ltd.
1991	M.A. in Sociology; Graduate school of Literature, Chuo University

Guest speaker: Yoshiyuki Itou

Sugamo Community Bank, Director, Sougou-Kikaku-bu

1979	Graduated from Meiji University
1979	Join Sugamo Community Bank
1995	Branch manager, Ouji branch, Sugamo Community Bank
1998	Branch manager, Higashi Ikebukuro branch, Sugamo Community Bank
2010	Director, Sougou-Kikaku-bu, Sugamo Community Bank
2011	Director, Sougou-Kikaku-bu, Trustee, Sugamo Community Bank

5.3.2 Description

This lecture consists of the three parts. The first part is an introduction of Organizational Behavior. The second part is explanation of Japanese Management and Culture. And the third part is two case studies of Japanese companies.

Organization Behavior is a theory for understanding an individual organizational behavior and action in order to improve productivity, teamwork, organizational citizenship behavior and such activities.

On the other hand, the mechanism to promote those activities depends upon the feature of personality, value, collective action and organizational culture.

Therefore, it's important to understand the characteristic of culture and the hidden logic as a basis of individual thinking and action.

5.3.3 Objective

The purpose of this lecture is to understand the basic theory of Organizational Behavior.

Particularly, I expect students to understand that Organizational Behavior depends upon the culture. For example, Japanese companies are influenced by the mind-set and behavior patterns which are highly related to “Ba ; the relationship of an individual and the group” buried in Japanese culture. The structure of Ba effects on a decision-making process, the characteristic of the team building and so on.

Keywords: OB (Organizational Behavior), Ba (relationship of individual and a group), Organizational Culture

5.3.4 Grading Criteria

Attendance	10%
Class Participation	30%
Group Presentation	30%
Report	30%

5.3.5 Pre-Class Assignment

1. Essentials of Organizational Behavior 12th Edition (1,5,7,9,10,12,15,16)
2. Case reading: Mayekawa Manufacturing (KMPR,ER)
3. Case reading: Sugamo Community Bank

5.3.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Essentials of Organizational Behavior 12th Edition	PDF	+++	No(Data only)	Pre-Class Assignment
Introduction of Organizational Behavior [file name] OB intro	PPT	+++	No(Data only)	For lecture
Japanese Culture and Management	PPT	+++	No(Data only)	For lecture
Case study: Sugamo Community Bank [file name] Case Study about Sugamo Shinkin Bank	PDF	+++	No(Data only)	Pre-Class Assignment
Assignment about Sugamo case study	DOC	+++	No(Data only)	Specific instruction to be given on Day 2.
Assignment about Mayekawa Case study.docx	DOC	+++	No(Data only)	Pre-Class Assignment
KMRP(2006) [file name] KMPM(Mayekawa)	PDF	+++	No(Data only)	Pre-Class Assignment
ER(2001) [file name] Europeanreview(2003.2.26)	PDF	+	No(Data only)	Pre-Class Assignment

5.3.7 Schedule

DAY 1 – Afternoon

Introduction of Organizational Behavior

13:30-17:30 Lecture and Discussion about Organizational Behavior

DAY 2 – Morning

Introduction of Organizational Behavior

9:30-11:00 Lecture and Discussion about Organizational Behavior

11:00-12:30 Lecture and Discussion about Organizational Design

DAY 2 – Afternoon

13:30-16:00 Lecture and Discussion about Japanese Management

16:00-17:30 Group work about Sugamo Shinkin Bank

Group work may be continued after 17:30 for presentation on Day 3.

DAY 3 – Morning

Case Discussion about Sugamo Shinkin Bank

9:30-10:30 Presentation

10:30-12:30 Lecture and Discussion about Sugamo Shinkin Bank

DAY3 – Afternoon

Tour for Sugamo Shinkin Bank (HQ)

12:30-14:15 Lunch and Move to Sugamo Shinkin Bank HQ

14:15-16:00 Visit and Q&A

16:00-17:30 Discussion about Sugamo Shinkin Bank

Group work about Mayekawa case study should have done by the day 4 morning.

DAY4 – Morning

Case Discussion about Mayekawa Manufacturing

9:30-10:30 Group work about Mayekawa case study for presentation

10:30-12:30 Presentation

DAY4 – Afternoon

Case Discussion about two case studies

13:30-15:30 Q&A and Discussion about two case studies

Wrap up about Organizational behavior

15:30-17:30 Lecture and Q&A

[Note]

**A few assignments to be submitted on the following day will be given during the class.
The details of the assignments will be given during the class.**

5.4. JT-504 Global HRM (Sep. 30, Oct. 1 and Oct. 2)

5.4.1 Profiles of faculty and guest speaker

Main lecturer: Yutaka Nakashima

Professor, Graduate School of Strategic management, Chuo University

Dr. Nakashima is pursuing dual careers in business and teaching. After graduating from the University of Tokyo, he joined Fujitsu in 1984 and was assigned to HR. After 10 years of experience in the one of the most ICT companies, he worked for three different U.S. companies, Levi Strauss, GM and Gap as HR Professional. In 2005, he was hired by Rakuten as the head of HR where he introduced performance based HR policies and practices to help them to globalize their businesses. Since 2007, he has worked for the U.S. based financial companies as the Head of HR and managed the organizational development after the financial crisis. He also started to his teaching career in 2004 in several graduate schools in Japan, and joined Chuo Business School in 2008. He earned MBA from University of Michigan and PhD. from Chuo University.

Guest speaker: Hiroshi Hayashi

EVP, Head of Global Human Resources Unit
Global Corporate Functions
Fujitsu Limited

Apr. 1983 Joined Fujitsu Limited
Apr. 1996 Manager, Human Resources Department, Information Processing
Administration Unit, Fujitsu Limited
Apr. 1998 Director, Corporate Planning, Fujitsu Computer Products Corporation
of the Philippines, Inc.
Aug. 2004 Deputy Head of International Human Resources Division,
Fujitsu Limited
Jun. 2006 Head of International Human Resources Division, Fujitsu Limited
Jun.2010 Vice President, Human Resources Division, Human Products
Business Development and Management Unit, Fujitsu Limited
Aug.2012 Vice President, Japan Sales and Marketing Human Resources
Division, Business Management Unit, Fujitsu Limited
Apr. 2014 Executive Vice President, Head of Global Human Resources Unit,
Global Corporate Functions, Fujitsu Limited

5.4.2 Description

Using case books, the instructor will formulate classroom discussion around several different disciplinary frameworks, including change management, workforce planning, talent globalization, the tradeoffs between organizational customization and standardization, and the nature of the HR value proposition. The discussion will further refer to the differences between the established global companies and Japanese companies and evaluate their ways to be globalized. The instructor will explain the features of the two different systems and how they can be applied to the current management environments. After the class discussion, the participant will learn further about the challenges of globalization through the guest presentation.

5.4.3 Objective

Learn about

- > Strategic choices of the companies.
- > Evolution of competition in the industries.
- > Strategic role of talent and human capital in supporting competitive dynamics.
- > Evolution of the Japanese human resources management after the World War II
- > Current challenges of the Japanese organization in the global environment

5.4.4 Grading Criteria

Class Participation	100%
---------------------	------

5.4.5 Pre-Class Assignment

1. Read the case listed in the Section 5.4.6 and prepare the report to answer the pre-assigned questions

5.4.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Language and Globalization: "Englishnization" at Rakuten (A) [File name]: 412002-PDF-ENG.pdf	Article	+++	Yes	For group work and class discussion (NOT to be uploaded)
IBM's Global Talent Management Strategy: The Vision of the Globally Integrated Enterprise	PDF	+++	No (Data only)	For group work and class discussion
Globalization at Komatsu	Article	+++	Yes	For group work and class discussion (NOT to be uploaded)

5.4.7 Schedule

DAY 1 – Morning

Language and Globalization: "Englishnization" at Rakuten

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9:30 - 10:00 Lecture
10:00 - 11:00 Group Discussion
11:10 – 13:30 Class Discussion & Lecture

DAY 1– Afternoon

Guest Presentation

14:30 - 16:00 Guest Presentation
16:00 - 17:30 Q&A

DAY 2– Afternoon

IBM 's Global Talent Management Strategy

The Vision of the Globally Integrated Enterprise Lecture and Discussion (1)

14:30 -15:15 Group Discussion : IBM Case
15:25 -16:25 Class Discussion & Lecture
16:30 - 17:00 Group Work
17:00 - 17:30 Group Discussion

DAY 3 – Morning

Globalization at Komatsu

The Vision of the Globally Integrated Enterprise Lecture and Discussion (2)

9:30 – 11:00 Group Discussion: Komatsu Case
11:10-12:40 Preparation for Group Presentation: The ways to globalize the businesses;
“What are your “take-aways” from the three cases?”

DAY 3– Afternoon

13:40- 15:10 Class Discussion & Lecture; Globalization at Komatsu
15:20-16:20 Preparation for Group Presentation: The ways to globalize the businesses;
” What are your “take-aways” from the three cases?”
16:30-17:30 Group Presentation & Lecture

5.5. JT-505 Global Marketing Management (Sep. 23 and 24)

5.5.1 Profiles of faculty and guest speaker

Main lecturer: Hiroshi Tanaka

Professor, Graduate School of Strategic Management, Chuo University

E-mail*: hirot@symphony.plala.or.jp

Hiroshi Tanaka (Ph.D., Economics, Kyoto University) is currently professor of marketing at the Graduate School of Strategic Management, Chuo University in Tokyo, Japan since 2008. Born and raised in Nagoya, Professor Tanaka has a working experience at Dentsu Inc., one of the largest advertising agencies in the world, as Marketing Director, from 1975 through 1996. During these 21 years, he worked with blue-chip global accounts, including Nestle, American Express, Unilever, Philip Morris, SmithKline Beecham, and IBM. After Dentsu, Dr. Tanaka held faculty positions at Josai University and Hosei University since 1996. He was visiting fellow at Graduate School of Business, Columbia University in the city of New York from 2003 through 2005. Prof. Tanaka's research interest centers around marketing strategy, brand management, advertising, and international marketing. He authored 19 books on marketing, branding, and advertising, and published over 80 papers in academic and industrial journals. Some of his books were translated into Chinese and Korean languages, including Advertising Psychology in Chinese in 2008. Prof. Tanaka is also active in giving strategic advices and lectures for world-renowned companies, such as Toyota, Nissan, Honda, GE, Microsoft, Johnson & Johnson, Nikon, Sony, Hitachi, Panasonic, NEC, among others. Prof. Tanaka is the Executive Vice President of Japan Marketing Academy, the largest marketing scholar's body in Japan. He was awarded from Japan Academy of Advertising (3 times), Chuo University, Tokyo Advertising Federation, and Japan Marketing Academy.

Guest speaker: Ms. Fusako Znaiden

General Manager, Marketing Division Nissin Food Products Co., LTD and
General Manager, Brand Strategy Division Nissin Foods Holdings CO., LTD

High management experience in FMCG and luxury brands in highly demanding global group.

Extensive international experience backed by strong marketing background.

Key experiences:

Reginald Brand Director Unilever Asia

General Brand Manager Lancôme Japan

Head of Marketing and Brand Strategy Shiseido Co., LTD

Education:

TSUKUBA University

Bio Chemistry B.A.

Harvard Business School

Executive Education Program

5.5.2 Description

The goal of this course is to obtain basic knowledge of global marketing. To attain this goal, this course is designed for the participants to actively involve in the coursework. The students are expected not just to listen to what the instructor says, but also to discuss among students and also to express their thoughts in the classroom.

This course has two major foci:

Focus 1: Customer insight.

It is crucial for the global marketers to cope with the underlying and unmet needs of global customers. Obtaining customer insight is a necessary skill for contemporary marketers. What is customer insight? How can we do this?

Focus 2: Managing marketing under different cultural context.

Global marketing managers are expected to flexibly cope with cultures; Understanding, interpreting, and influencing nonnative cultural habits is another important skill for marketers who wish to penetrate into the local markets. We will be learning how to understand cultures based on real world examples and to deepen our understanding of cultures by discussion.

5.5.3 Objective

The objective of this course is to obtain basic knowledge and skills of global marketing.

The first day will be for “Inbound” marketing actions, i.e. how to succeed in the Japanese market for marketers from overseas. The second day will be for “Outbound”, i.e. How to go to global marketplace by utilizing Japanese corporate resources.

5.5.4 Grading Criteria

Class attendance	30%
Class participation	20%
Final output	50%

5.5.5 Pre-Class Assignment

Task 1: (personal work) Conduct personal face-to-face (or e-mail-based) interviews with coffee consumers: ask the following questions to at least THREE(the more, the better) Japanese women of 20's and 30's of age who have visiting experiences of coffee shops/cafes(e.g. Starbucks) and record the answers. (The respondents are preferably frequent coffee shop goers and coffee lovers.)

*Questions1: [Coffee drinking behavior] How frequent do you visit coffee shops, and which coffee shop brands do you prefer? What kind of drinks do you order? How many coffee cups, including canned coffee, do you regularly drink in a week at home, office, and coffee shops?

*Questions2: [Motivations of Coffee shop goers] Why do you go to coffee shops? Why do you

like those shops and drinks? What kind of experience do you expect from these coffee shops?

*Questions 3: [Knowledge about coffee] How are you knowledgeable about coffee, especially coffee beans? Are you familiar with the following names of coffee beans: Mexico, Costa Rica, Guatemala, Blue Mountain, Columbia, Venezuela, Brazil Santos, Hawaii Kona, Mocha, Kilimanjaro, Kenia. ... and, finally, What images do you associate with Hawaiian Kona coffee?

Task 2. (personal) Summarize findings of Task 1:

Based on the data above, summarize what you find from your own research.

Task 3. (group) Group Discussion:

Read the background story.(See pre-class assignment slide)

Please discuss in group PRIOR to this course.

Discuss the following based on your own personal interviews:

- 1) How to segment the consumer market: Gender, age, race, religion, life-stage, life-style, mind-style, coffee preference, coffee consumption volume,...what kind of segmentation criteria will be adequate to segment this café market?
- 2) How to select one primary target consumer group: Based on the segmentation criteria selected above, which segment of the consumers are you going to serve?
- 3) Positioning: How do you want your café shop to be perceived by the target consumer segment? Describe the perceived café images, in terms of services, facilities, images, mood, drinking styles, etc. Express the positioning by words, diagrams, pictures, symbols, etc.

* If you cannot reach the conclusion in a prior group discussion, do not worry. Bring all the opinions and ideas to the classroom.

(Groups)

A	Mehta, Fujita, Vu, Hori, Jodai
B	Masuda, Halilul Rahuman, V. Nguyen, Yokoyama
C	Ngo Gui, Tateno, Sakata, Menon, Subongkoj
D	Kimura, Shinha, Tran, Tanyag
E	Santy, H. Nguyen, Daidoh, Le, Kunitomo

Task 4. (Personal work) Next Global Food from Japan:

For Day Two morning, think about the next global food originated from Japan. Instant noodle has gained an enormous reputation as a global food from Japan thanks to Mr. Momofuku Ando, the originator of Nissin Foods. Likewise, we would like to propose the next global food which has origin in Japan. Write down the following in Powerpoint:

- 1) Pick up one Japanese food which may have great potential in global market, but is not yet that popular in other countries, e.g. Curry Rice, Tonkatsu, Okonomiyaki, Ohagi, etc.
- 2) Select one country which you want to start as a test market. This can be your home country.
- 3) Plan the initial marketing strategy, in terms of product, price, distribution, and communication.

Use Wai-ming Ng(2006) and Errington(2013) papers for your reference.

5.5.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Doing Business in Asia: Shiseido(pp.4-7)	PDF	+++	No (Data only)	
Coffee market in Japan	PDF	++	No (Data only)	
Culture and the Self	PDF	+	No (Data only)	For your ref.
When Does International Marketing Standardization Matter	PDF	+	No (Data only)	For your ref.
World Coffee Consumption	Word	++	No (Data only)	
Wai-ming Ng (2006) Imagining and consuming Japanese foods	PDF	++	No (Data only)	For your ref.
Errington, F. et al. (2013) The Noodle Narratives. Chapter 3	PDF	++	No (Data only)	For your ref.

5.5.7 Schedule

DAY 1 Sep. 23, Wed., 2015 – Morning 9:30-12:00

*Lecture:

- 1) Introduction to global marketing: What is it?
- 2) Principles of global marketing: To localize or to standardize?
- 3) Cultural obstacles: How to tackle with cultural things?
- 4) Japanese consumers: Who are they?

DAY 1 – Afternoon 13:00-17:30

*Workshop 13:00-15:30: Consumer insight

- 1) Planning STP, based on consumer insight
- 2) Value propositions: How to create, select, and deliver values
- 3) Business plans
- 4) Group presentation

*Lecture 15:30-17:30

Brand building in Japan and around the globe.

DAY 2 Sep. 24, Thu., 2015– Morning 9:30-12:00

Creating Demands: How can we develop new values in the global sphere?

Lecture: Global product development

Group discussion: Proposing next global foods from Japan

DAY 2 – Afternoon 13:00-17:30

13:00-15:00 Lecture: Building and managing global brands

15:00-17:00 Guest: Ms. Fusako Znaden, Executive Marketing Director, Nissin Foods

17:00-17:30 Wrap-up

5.6. ML-508 Security and Cooperation (Sep. 22, Nov. 5, 23, and Dec. 7)

5.6.1 Profiles of faculty and guest speaker

Main lecturer: Atsushi Tago

Professor, Graduate School of Law, Kobe University

*Email: tago@dragon.kobe-u.ac.jp

--- Prof. Tago earned his Ph.D. in Advanced Social and International Studies from the University of Tokyo (Komaba) in 2007.2. He then moved to Kobe from 2007.7 to be an associate professor of International Relations at the Graduate School of Law, Kobe University. From 2015.4, he is a professor of International Relations in Kobe. He had two-years-long visiting scholar experiences in the Department of Political Science, University of California San Diego (2010-2012) and the Department of Political Science, University of Michigan (2002-2004), respectively.

--- Prof. Tago has been worked on variety of traditional security issues such as US use of force and American coalition/alliance strategies. His research articles include: 1) 2015 "An 'A' for Effort: Experimental Evidence on UN Security Council Engagement and Support for US Military Action in Japan," *British Journal of Political Science*. 45(2): 391-410, [with Maki Ikeda]; 2) 2013 "The 'Only Choice': Canadian and Japanese F-35 Decisions Compared," *International Journal*. 68: 131-149, [with Srdjan Vucetic]; 3) 2010 "Explaining the Onset of Mass Killing, 1949-87," *Journal of Peace Research*. 47(1): 3-13, [with Frank Wayman]; 4) 2009 "When Are Democratic Friends Unreliable?: The Unilateral Withdrawal of Troops from the Coalition of the Willing," *Journal of Peace Research*. 46(2): 219-234; 5) 2007 "Why Do States Join US-led Military Coalitions?: The Compulsion of the Coalition's Missions and Legitimacy," *International Relations of the Asia-Pacific*. 7(2): 179-202; and 6) 2005 "Determinants of Multilateralism in US Use of Force: State of Economy, Election Cycle, and Divided Government," *Journal of Peace Research*. 42(5): 585-604.

--- Prof. Tago has been a vice Editor in Chief of the journal *International Relations of the Asia-Pacific* since 2014 and a Senior Editor for *The Oxford Encyclopedia of Foreign Policy Analysis*. He is a principle investigator for the research project, "Collaborative Research On the Political Information Transmission (CROP-IT)" with the financial support from the Japan Society for the Promotion of Science (JSPS).

Guest speaker: Denny Roy

Senior Fellow and Supervisor of POSCO Fellowship Program, Research Program
Degree: Ph.D., Political Science, University of Chicago
Research Interests: Northeast Asian political and security issues

Denny Roy's work has focused mostly on Asia Pacific security issues, particularly those involving China. Recently Roy has written on Chinese foreign policy, the North Korea nuclear weapons crisis, China-Japan relations, and China-Taiwan

relations. His interests include not only traditional military-strategic matters and foreign policy, but also international relations theory and human rights politics.

Before joining the East-West Center in 2007, Roy worked at the Asia-Pacific Center for Security Studies in Honolulu for seven years, rising to the rank of Professor after starting as a Research Fellow. In 1998--2000 Roy was a faculty member in the National Security Affairs Department at the Naval Postgraduate School in Monterey, California. There he taught courses on China, Asian history, and Southeast Asian politics. He also designed and taught an innovative course titled Human Rights and National Security in Asia.

From 1995 to 1998, Roy was a Research Fellow with the Strategic and Defence Studies Centre at the Australian National University in Canberra, where he studied and wrote on Northeast Asian security issues. He also participated in educational activities with the Australian armed forces and the Australian College of Defence and Security Studies. In January and February 1997 Roy was attached to the Singapore Armed Forces Training Institute as coordinator for Singaporean students enrolled in the SDSC's M.A. program.

From 1990 to 1995, Roy held faculty appointments in the Political Science Departments of the National University of Singapore (Lecturer) and Brigham Young University (Assistant Professor), teaching courses on international relations and Asian politics.

Roy has five years of work and residency experience in Taiwan, Korea and Singapore. He has made presentations at academic conferences in China, Thailand, Korea, Singapore, Taiwan, Japan, Australia and the USA. He is conversant in Mandarin Chinese and fulfilled his graduate school foreign language qualification in Korean.

Roy is the author of *Return of the Dragon: Rising China and Regional Security* (Columbia University Press, 2013), *The Pacific War and its Political Legacies* (Westport, CT: Praeger, 2009), *Taiwan: A Political History* (Cornell University Press, 2003), and *China's Foreign Relations* (Macmillan and Rowman & Littlefield, 1998), co-author of *The Politics of Human Rights in Asia* (Pluto Press, 2000) and editor of *The New Security Agenda in the Asia-Pacific Region* (Macmillan, 1997). He has also written many articles for scholarly journals such as *International Security*, *Survival*, *Asian Survey*, *Security Dialogue*, *Contemporary Southeast Asia*, *Armed Forces & Society*, and *Issues & Studies*.

Guest speaker: Jing HUANG

Lee Foundation Professor on U.S-China Relations; Director, Centre on Asia and Globalization (CAG), Lee Kuan Yew School of Public Policy (LKYSPP)

Prof Huang is the Lee Foundation Professor on US-China Relations and Director of Centre on Asia and Globalisation (CAG) at Lee Kuan Yew School of Public Policy (LKY School). He is the author of *Factionalism in Chinese Communist Politics* (Cambridge University Press, 2000), which won the prestigious Masayoshi Ohira Memorial Prize, *Crisis and Challenges in US-China Relations, 1989-1993* (2003), and *Inseparable Separation; the Making of China's Taiwan Policy* (2010). He also edited five book volumes over China-India relations, Asia's environmental policies, South China Sea, and the development of Russia's Far East. Huang has published numerous articles, book chapters, columns and op-eds on Chinese elite politics, China's development strategy and foreign policy, US-China relations, Sino-Japanese relations, Sino-Indian relations, China's military and its political role, security issues in the Asia Pacific, Taiwan, and the North Korea Nuclear issue.

At LKY School, Prof Huang initiated and chaired numerous projects, including the Consortium on multilateral international cooperation in the development of Russia's Far East, with the funding of 3 million US dollars from Norway and Singapore, (The Consortium consists of the heads of leading think tanks from Russia, China, Japan, South Korea, Norway, and Singapore), the China-India project, with funding over 3 million Singapore dollars, China-Japan-US trilateral Track-II dialogue. He also initiated and chaired the projects on China-India-Japan's energy policies and policymaking process, Asia-EU energy security, and Asia's environmental policies. Prof Huang also initiated and mentors the China-Japan Young Leader Forum.

Before coming to LKY School, Prof Huang was a Senior Fellow at the John Thornton China Center at the Brookings Institution (2004—2008), a Shorenstein Fellow at Stanford University (2002-2003), Director of the Asia Studies Program and Associate Professor of Political Science and (1994-2004) at the Utah State University, and Lecturer at Harvard University (2013-14).

At Brookings, Prof. Huang played a major role in initiating and organising the projects of the Trilateral (US-China-Japan) Track II Dialogues (2005-2007), Asian Regionalism, China's Energy Security and Policy, and the US-India-China Dialogue. He was a co-leader of the multi-year US-China Crisis Management project (with Michael Swaine of the Carnegie Endowment for International Peace and Iain Johnston of Harvard University). He also chaired the Tibet project and frequently advised the Tibetan leaders in Exile on international affairs. He has since developed a good relationship with the Dalai Lama and his special envoy Lodi Gyari.

Prof Huang is on the Board of Directors of the Fujitsu-JAITS Foundation Japan, the Board of Directors Keppel Land, the Advisory Board of the European-House Ambrosetti, the Scientific Board of the Stars Foundation, UBS Wolfberg, the Steering Committee of the NUS Research Institute in Suzhou, and the WEF

Global Agenda Council. He was Fulbright Professor (2002), a Residential Fellow at the Rockefeller Foundation Bellagio Centre (2012), and a Richard von Weizsäcker Fellow (2013-14). Prof Huang also serves as a Senior Overseas Economic Analysts for the Xinhua News Agency and an overseas advisor to the China Foundation for International and Strategic Studies. He is consulted frequently by a wide range of government, education, research, business and non-profit organisations in China, U.S., Europe, Taiwan, Japan, India, South Korea, Vietnam, Russia, Norway, Germany, Netherland and Singapore on policy issues, and has authored numerous policy papers.

Prof Huang is a recipient of numerous fellowships/grants from various foundations, including the Fulbright Fellowship, the Shorentein Fellowship, the Harvard-Yenching Fellowship, the MacArthur Foundation, the Masayoshi Ohira Memorial Foundation, the Ford Foundation, Robert Bosch Stiftung, the Asian Foundation, the Smith Richardson Foundation, the Melon Foundation, the U.S. Institute of Peace, and the American Philosophical Society.

Prof Huang received his Ph.D. (Government) from Harvard University, MA (History) from Fudan University, and BA (English) from Sichuan University.

5.6.2 Description

International peace and security are closely related to the economic growth and development in this globalized world. Peace is believed to be created by economic interdependence. Also, peace promotes economic activities, and thus, any kind of war (interstate, intrastate, or “space” and “cyber” in today’s world) would cause serious economic damages to the society. Moreover, the *dual causal links between peace and economic growth* are said to be observed in a particular region like Europe. That is, area of peace is the area of prosperity.

However, in recent Asia-Pacific, the mutual economic interdependence may not be as promising as expected to prevent deterioration of bilateral relations of the key players in the region (like Japan and China). For instance, territorial disputes are now on the rise in this region. Arms races seem to cover the entire region. How can we find a way to stop further deterioration of regional security and predict better security conditions in the region? Given a highly tensed relation in the region could be a serious risk factor for global business activities, it is an important question for the future business leaders in Asia-Pacific.

With this alarming background in mind, students taking the course are expected to i) discuss and learn why security and cooperation in the Asia-Pacific are important subject for the business leaders, ii) study key theoretical and empirical studies on international security and cooperation (with the focus on Asia-Pacific), iii) learn important emerging topics like cyber war and track-two security cooperation initiatives through case studies, and iv) join guest lectures on the Asia-Pacific security from American point of view (in Hawaii) and from Asian point of view (in Singapore). In the end, students are expected to submit a short report on security and cooperation in the Asia-Pacific.

Security and Cooperation is designed as a multi-campus course. In Tokyo, “motivating” group discussions, lectures on key theories and group discussions on future security risk and countermeasures will be expected. In Hawaii, an American view of the Asia-Pacific security, along

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with detailed study on both traditional and non-traditional agendas on security, and in Singapore, an Asian view of the Asia-Pacific security, along with group discussions on Great Power Politics in the region, will be provided.

5.6.3 Objective

To understand key theories on war and peace and to be capable of having an objective ---i.e. not emotional --- and intelligent --- i.e. based on the facts --- views on the Asia-Pacific security.

5.6.4 Guideline for Participants

In the classroom, we will engage to each other with full and mutual respects. You never personally attack others with a different point of view and an opinion that is different from her/his government's formal position (say, regarding territorial claim). Feel free to make any logical and evidence-supported arguments in the classrooms. Make sure that you would listen to what others say. And please try to make a constructive argument for setting a common security agenda in the region and finding possible solutions that make *the Asia-Pacific peace* possible.

5.6.5 Grading Criteria

Class participation	25%
Group Discussions	30%
Final Report	45%

5.6.6 Pre-Class Assignment

1. Read (skimming is permitted) PDF materials BLS No.1-3 by Prof. Slantchev
2. Read PDF material "20140416AsiaPacificSecurityDormandyKinane"
3. Read PDF material "Aaron Friedberg IS 2005"
4. Read PDF material "Sutter_How to Deal with America's China Problem"
5. Read PDF material "Rayne_The (Almost) Triumph of Offshore Balancing"
6. Read 12 PDFs and DOCs for Singapore Module.

5.6.7 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
BLS No.1	PDF	+++	No (Data only)	For Japan I
BLS No.2	PDF	+++	No (Data only)	
BLS No.3	PDF	+++	No (Data only)	
20140416AsiaPacificSecurity DormandyKinane	PDF	+++	No (Data only)	
Aaron Friedberg IS 2005	PDF	+++	No (Data only)	
Allee_Huth2006	PDF	++	No (Data only)	For Hawaii
Beardsley_Lo_2013	PDF	++	No (Data only)	
Libicki SSQ2011	PDF	++	No (Data only)	
Sutter_How to Deal with America's China Problem	PDF	+++	No (Data only)	
Rayne_The (Almost) Triumph of	PDF	+++	No (Data only)	

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Offshore Balancing				
ASAN Forum_ Southeast Asian Perspective_22Nov2013	PDF	+++	No (Data only)	For Singapore
Cambridge_ Hu Jintao's Pro-Status Quo Approach in Cross-Strait Relations Building Up A One-China Framework for Eventual Reunification_2011	PDF	+++	No (Data only)	
China Economic Quarterly_ China's Awkward Rise_ Mar2012	PDF	+++	No (Data only)	
Civil Service College_ Sustaining China's Political Stability Challenges and Choices_ 2012	PDF	+++	No (Data only)	
Foreign Policy_ Rising Peacefully Together_ 1Aug2012	PDF	+++	No (Data only)	
ICRIER_ China's Approach and Perception Towards Informal Multilateral Groupings_ Oct2010	PDF	+++	No (Data only)	
International Politics_ The Rise of Asia Implications and Challenges_ Nov2011	PDF	+++	No (Data only)	
JapanEconomicCurrents_On Sino-Japanese Tensions and the US Approach_ Oct2005	PDF	+++	No (Data only)	
Routledge_ Chinas International Relations and Security Perspectives_ Mar2013	PDF	+++	No (Data only)	
Routledge_ The PLA Navy Expanding into Uncharted Water_ 2010	DOC	+++	No (Data only)	
Time to Find Common Ground_ Intl Politik_ 27Nov2014_ English	PDF	+++	No (Data only)	
Towards Asia-Pacific the Essential Step to Reinvent Russia_ HJ_ ChenHY	DOC	+++	No (Data only)	
RepeatedPrisonersDilemma	PDF	++	No (Data only)	For Japan II

5.6.8 Schedule (total 25 hours): GW/group work and L/lecture

Day 1 - 2015.9.22 (7 hours)

Introduction to Security and Cooperation (GW: 3h)

- Group Discussion I: Why Do Business Leaders Need to Learn Security and Cooperation? Discussion as a Person in the Business Sector.
- Group Discussion II: Threats and Risk Factors for Governments
Role Playing Discussion: Group will be given a particular role (state) and discuss threats and security risks in the current Asia-Pacific Region.
Also, assess how well those threats and risks are taken cared by governments.

Theories on Security and Cooperation (L: 4h)

- Wars (Rationalist Explanation) and Peace (Security Community)
- Nationalism and Domestic Mobilization (Diversionary Theory)
- Deterrence (Arms Race and Alliance), Security Dilemma
- Hegemonic Stability, Democratic Peace, Commercial Peace and Institutional Peace

DAY 2 - 2015.11.5 (7 hours)

Traditional Threats in the Asia-Pacific (L/GW: 2.5h)

- Lecture and Group Discussion III: Territorial Disputes
Data, Case studies and Counter Measures.
What Business Leaders Should Know and Be Prepared.

American Point of View (L: 1.5h)

- Guest Lecture: Prof. Roy
Rebalancing for Asia-Pacific Stability: A US Perspective

Non-traditional Threats in the Asia-Pacific (L/GW: 3h)

- Guest Lecture: Prof. Roy
Cyber War and Cyber Terrorism

DAY 3 - 2015.11.23 (3 hours)

Asian Point of View (L: 2h)

- Guest Lecture: Prof. Huang Jing (National University of Singapore)
Asia-Pacific Security and China

Great Power Politics in the Asia-Pacific (GW: 1h)

- Group Discussion V: How Minor Power States Can and Should Deal with Great Powers?
What are the nature of great power politics in the region and how small states can survive among them?

DAY 4 - 2015.12.7 (7 hours)

Cooperation Theory (L: 2.5h)

- Institution (Information Sharing) and Repeated PD Game (Shadow of the Future).

Group Presentation on Asia-Pacific Security and Cooperation (GW: 3h)

- Oral Presentation by Group
Select one or two security risk(s) in the Asia-Pacific and present some practical/feasible solutions for peaceful international relations in the region. Preparation about 2 hours for actual presentations (15 min each) by four groups.

Prediction and Conclusion (L: 1.5h)

- Can We Hope for the Better and Safer Asia-Pacific in 2020 and in 2050?.

5.7. JF-505 **【Sponsored by Fujitsu】shaping tomorrow with you (Oct. 5 and Dec. 10)**

—How to enhance your happiness and that of other people on this planet —

5.7.1 Profiles of faculty

Main lecturer: Takashi Maeno, Ph.D.

Dean, Professor, Graduate School of System Design and Management, Keio University
Takashi Maeno received his M. S. and Ph.D. degrees in mechanical engineering from the Tokyo Institute of Technology in 1986 and 1993 respectively. From 1986 to 1995, he worked for Canon Inc., in Tokyo, Japan. From 1990-1992, he was a visiting industrial fellow at the University of California, Berkeley. From 1995 to 2008, he was with the Department of Mechanical Engineering at Keio University in Yokohama, Japan. In 2001, he was a visiting professor at Harvard University. Since 2008, he has been with the graduate school of System Design and Management, Keio University as a Professor. His research interests are in happiness (well-being) study, innovation education and human-machine interface design.

5.7.2 Description

All activities on Earth should be in relation to people's happiness or well-being. Professor Maeno has been involved in research on happiness and well-being and in the two-day course (October 5 and December 10) we focus on you and other people's happiness. Why do we live? What is the ideal world? What should we do? We discuss on such fundamental questions. The role of Information and Communication Technology (ICT) in happiness is one of the issues. Deep reflection and intimate dialogue among participants are encouraged.

5.7.3 Objective

To understand the mechanisms of happiness and well-being
To understand what you really want to achieve in your life for your own happiness
To understand what to do to make a happier world

5.7.4 Grading Criteria

Activity during the class	50%
Homework	50%

5.7.5 Pre-Class Assignment

Recommended English literature is as follows: Takashi Maeno, Masao Saeki and Yui Shinoda, *Factor Analysis of Well-Being and its Application to Community Design* (to be distributed).

5.7.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Takashi Maeno, Masao Saeki and Yui Shinoda, Factor Analysis of Well-Being and its Application to Community Design	WORD	+++	No(Data only)	Pre-Class Assignment
TBA	PPT	+++	No(Data only)	For lecture

5.7.7 Schedule

Day 1 is almost at the end of Japan Module I from August 30 to October 8, 2015. Day 2 is located the day after the final presentation at the end of Japan Module II from December 7 to 11, 2015. You are encouraged to attend those two days with a relaxed mind and having a broad outlook because we will think about YOUR own happiness and happiness of ALL the people on our planet.

DAY 1 (October 5) - Morning

Lecture on the study of “Happiness”. What are “positional goods” and “non-positional goods”?
What are the four factor of happiness?
Reflect upon your own happiness by considering the first two of the **four factors of happiness**.

DAY 1 (October 5) – Afternoon

Look back at your own happiness by utilizing the last two of the **four factors of happiness**.
Discuss the relationship between your country’s overall level of happiness and ICT.
Discuss how you can consider the viewpoint of happiness in the capstone project.

DAY 2 (December 10) – Morning

Discuss how you see the four countries’ situation after having acquired the point of view of “happiness”.

DAY 2 (December 10) – Afternoon

Discuss what you would do to solve the problems of your country by considering the relationship between happiness and ICT.
Presentation and discussion

5.8. JM-501 Team Building (Aug. 31 and Sep. 1)

5.8.1 Profiles of faculty

Trainer: Takafumi Hatano, Project Adventure Japan

Trainer: Shogo Teranaka, Project Adventure Japan

5.8.2 Description

Participants challenge an outdoor adventure as a team and build teamwork and trust which are the foundation for promoting good communication and mutual learning while overcoming difficulties they face. (Note: In case of rain, it becomes an indoor activity). (2-days training camp)

5.8.3 Grading Criteria

Non-credit course

*This course is evaluated by class participation.

5.8.4 Schedule

DAY 1 – Morning

9:00-12:00 Orientation & Ice breaking

DAY 1 – Afternoon

13:00-17:00 Activity

DAY 2 – Morning

9:00-12:00 Activity

DAY 2 – Afternoon

13:00-17:00 Activity

5.8.5 Notes

- It is advisable to wear clothes that are easy to move such as casual pants or jeans and short sleeve shirts. It is also advisable to bring a cap for outside activities.
- It is recommended to bring two pairs of sneakers so that you can wear dry shoes even after rainy weather. Leather shoes are not recommended for this course
- You do not need to bring rainwear, which PAJ will provide as required.

5.9. JM-502 Concept Creation (Sep. 25, 28, and 29)

5.9.1 Profiles of faculty

Main lecturer: Saburo Kobayashi

Fellow, Graduate School of Strategic management, Chuo University

Academic Career :

- 1968 Bachelor of Mechanical Engineering, Waseda Univ.
- 1970 Master of Science / Mechanical Engineering, Univ. of California, Berkeley

Business Career :

- 1971 Honda R&D Co.
- 1985 Chief Engineer / Honda R&D
- 1987 Put Airbag into the market as first Japanese Auto
- 1993 Vice President / Honda R&D Americas.
- 1996 Senior Vice President / Honda R&D Americas.
- 2000 General MG, Corp. Planning Div. Honda Motor Co.
- 2005 Executive Chief Engineer / Honda R&D Co.
- 2005 Retired from Honda

5.9.2 Description

The essential goal of corporation is to make new values and give joys for the customer and society. MBA approach, such as marketing, cannot find out the future values, since the customer does not know them. You will visit actual site, called Gemba Watching, where you could find out future major trend of the society, and create the concept through Y-gaya brainstorming. The concept of future values is significant to make innovative products and services, since innovation cannot be made through logical analysis but this concept only.

5.9.3 Objective

To research customer's subconscious future values through Gemba Watching, and create the future value concept from which you could produce innovative technologies, products and services. And you could learn the practical approach to make innovation.

5.9.4 Grading Criteria

Y-gaya participation	70%
Presentation	30%

5.9.5 Pre-Class Assignment

1. Consider future major trends of people & society
2. What kind of values might be major in the future?

5.9.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Lecture material	PPT	+++	No (Data only)	
Y-gaya Question	PPT	+++	No (Data only)	
Summary	PPT	+++	No (Data only)	
Concept creation	PPT	+++	No (Data only)	

5.9.7 Schedule

DAY 1 – Morning

Lecture "The essence of innovation"

Explain the key factors to make innovation, such as appropriate cultures, major role of young & old generation and the essence of innovation management.

DAY 1 – Afternoon

Y-gaya (1)

Y-gaya of basic philosophy and Y-gaya of pre-Gemba Watching = Hypothesis of the values of actual site

Gemba Watching

Group visit to Gemba : actual site

You should visit typical crowded place in a group on the weekend between DAY 1 and DAY 2.

You should find out what values the people get at the Gemba.

Take photos which you feel unique & interesting.

DAY 2 – Morning

Y-gaya (2)

Y-gaya after Gemba Watching = To make value concept of Gemba

DAY 2 – Afternoon

Y-gaya (2) continued

DAY 3– Morning

Y-gaya (3)

Y-gaya to fix the value concept and value map

DAY 3 – Afternoon

Y-gaya (4) and final presentation

Y-gaya to consider the business reactions as a corporation

5.10.MF-504 Capstone Project (Sep. 2, 11, 18, Oct. 1, 7, 8, Nov. 9, 11, Dec. 8, and 9)

5.10.1. Profiles of faculty

Main lecturer: Ryoko Toyama, Director & Lecturer
Professor, Graduate School of Strategic Management, Chuo University

Guest speaker: Makoto Okada
Senior Manager,
R&D Planning Office, Fujitsu Laboratories, Ltd.

Makoto Okada is Senior Manager in charge of Management of Technology (MOT) in the R&D Planning Office, Fujitsu Laboratories, Ltd.
Researcher in the Research Center for Practical Wisdom, Fujitsu Research Institute.
Visiting Research Fellow in the Center for Global Communications, International University of Japan. Board of directors at Dementia Friendly Japan Initiative.
Advisory board of Dementia Friendship Club

5.10.2 Description

This course challenges participants to come up with their innovation model through the whole period of the GLIK program and to make presentation at the end. To create a meaningful outcome, it is very important to deeply understand the issue or problem. For this purpose, counseling sessions are organized several times during Japan Module I so that participants can have time to explore and pursue the essence of the issue or problem.

5.10.3 Objective

Purpose: To practice the knowledge acquired through the program in the actual situation to create common good.

Each participant will work on a project in which s/he formulate a plan for innovation to create new value for the community to which they belong such as a company, an institute, a NPO, a local community, or a country, utilizing the knowledge s/he acquired through the program. The project could be based on what you have been working on, but it has to be your own project.

The project consists of four parts:

1. Defining the Issue

This is a process of defining the issue one wants to work on to create new value for the community. During this process, it is important that one expresses what s/he “feel” in their daily environment. The “environment” here means the living, changing world in which the one actually lives.

2. The Image of Innovation: Visualizing the Future that One Wants to Create

This is a process of visualizing the future that one wants to create for the community through the project. It is important to leap to an image of how one wants to be in the future. To leap means to be free of the conventional way of seeing and thinking and the existing way of the organization, its system and rules.

3. Direction of the Project

This is a process of determining what one will do to realize the image of the future one wants to create, based on his/her understanding of the environment. In the previous stage, goals have been set to achieve the image. In this stage it is more important to lay out general principles and ways of thinking rather than draw up a concrete plan.

4. Action Plan

This is a process of drawing a concrete plan of action for realizing the image of the future, including a business model and schedule.

5.10.4 Grading Criteria

Project Presentation	100%
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Projects are evaluated based on the following points:

<Guideline>

Issue: Have you reflected upon the nature of issues of the living changing world which you actually lives?

Image of future : Do you think you have visualized the future that you want to create for the community by being free of the conventional way of seeing and thinking and the existing way of the organization, its system and rules?

Action plan: Has your action plan shown a viable way to realize the image of the future?

Storyline: Was your presentation logical as well as attractive?

Commitment: Do you feel your strong passion for realizing the image of the future?

5.10.5 Pre-Class Assignment

Each participant will be asked to bring an idea about what value s/he wants to create for the community to which s/he belongs. It can be a vague idea. It is strongly recommended to visit the community to see and feel the community with five senses. It is often difficult to visit the community once the program has started, so it could be the only chance to observe the actuality of the community to find the issue.

Please fill out the Worksheet (1. Defining the Issue and 2. The Image of Innovation) to organize a plan for innovation to create new value for a community to which you belong and submit it by August 23, 2015.

Note. You can add pictures, figures, or images so to make your presentation more understandable.

Delivery address: glik@jaits.jp

5.10.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Capstone Project.doc	Word	+++	No (Data only)	
work sheet.pptx	PPT	+++	No (Data only)	

5.10.7 Schedule

Sep. 2

Presentation 1

- At the beginning of the Japan Module I, each participant will present his/her idea and will receive feedbacks from the instructor and other participants.
- 10min presentation and 4min feedback

Sep. 10, 9:15

Submit the revised version of the Worksheet.

Sep. 11, p.m.

Presentation 2 -Meeting with advisors-

- Each will present his/her idea and will receive feedbacks from the advisors and other participants. (10min presentation and 11min feedback)

Sep. 18, a.m.

Special lecture by Mr. Okada about the Dementia Project

- This lecture will give you some hints about how to proceed with your project.

Sep. 18, p.m.

Self-study, Gemba Watching* and/or Counseling by Prof. Toyama (If needed)

*Gemba Watching: Each participant will visit Gemba (actual filed) relevant to his/her project to observe or conduct interviews. It is to gain the knowledge about the actuality of the community or to learn about the community/organization relevant to the solution to the issues one is working on.

Sep. 30, 9:15

Submit the revised version of the Worksheet.

Oct. 1, a.m.

Counseling by advisors (Each has 25min.)

Oct. 2, 18:00-

Waigaya session with GLIK alumni

Oct. 7

Gemba Watching or preparation for Presentation 3

Submit the presentation materials by 16:30.

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Oct. 8

Presentation 3

- At the end of the Japan Module I, each participant will present the modified version of the idea, based on what s/he has learned through the module. At this point, not all the four parts of the project have to be completed, but participants will be encouraged to have some concrete idea about the future they want to create. (10min presentation and 5min feedback)

During Japan Module I

Waigaya

- Participants can host their own “Waigaya (brainstorming)” session voluntarily after the classes to present their project and get feedbacks from the colleagues.

During Hawaii Module

Preparation

- Each participant will continue to work on his/her own project based on the knowledge s/he has acquired through the Hawaii Module. Each participant will have at least one telephone conference meeting with his/her adviser. Participants can also get advices from their adviser via e-mail if they think necessary.

Oct. 25

Submit the revised PPT on the ProjectWEB by 13:00.

Oct. 27-29

Phone meetings with an advisor

- Each participant will present the progress of one's project to receive feedbacks from the advisor. (Each has 20 min.)

Nov. 9, p.m., and 11

Counseling by Prof. Toyama with the presentation materials (PPT) (Each has 20 min.)

During Singapore and Thailand Module

Preparation

- Each participant will continue to work on his/her own project based on the knowledge s/he has acquired through the Thai and Singapore modules.

Dec. 8

Preparation

- Individual work

Submit the final presentation materials (PPT) by 16:00.

Dec. 9

Final presentation

- At the end of the program, each participant will present the finalized version of one's project. At this point, all four parts of the project should have been completed.
- Each has 10min for presentation and 4min for feedbacks from judges, advisors and other participants.

- At last the best project will be selected by the judges and advisors.

After GLIK

Implementation

5.11.HT-506 Leadership (October 28 and 30)

5.11.1 Profiles of faculty

Main lecturer: David McClain is President Emeritus of the University of Hawai'i, where he has been a tenured professor of financial economics at the Shidler College of Business since 1991. He led the 10-campus University of Hawai'i System from 2004-2009, served as Dean of the College of Business from 2000-2003.

McClain joined UH from Boston University, where he was Finance Department chair and founding director of its Management Development Program-Japan. He has taught at MIT's Sloan School of Management, at the Universidad Gabriela Mistral in Santiago, Chile, and at the American Business School in Paris, and has been a visiting scholar at Keio University and at Meiji University in Tokyo.

McClain served as senior staff economist on the Council of Economic Advisers to President Jimmy Carter, headed international economic information services for Data Resources, Inc., and chaired the APEC Business Management Network.

McClain currently is a member of the board of academic advisors for Ritsumeikan Asia Pacific University, and on the advisory board of First Insurance Company of Hawaii, a member of the Tokio Marine Group. He is the author of *Apocalypse on Wall Street* (published by Dow Jones/Irwin), a number of scholarly articles, and hundreds of columns on economic issues.

After receiving his B.A. from the University of Kansas in 1968, McClain joined the United States Army, completing his service as a first lieutenant in Vietnam. He earned a Ph.D. in economics from the Massachusetts Institute of Technology in 1974. In 2007, McClain received an honorary doctor of humane letters degree from Doshisha University in Kyoto, Japan.

5.11.2 Objective

This course aims to enhance your personal and professional development, and to maximize your leadership potential.

A principal focus of our course is discovering the wellsprings of your authentic leadership. This approach to leadership emphasizes the importance of leading oneself, and the importance of the coherence between one's life story and one's leadership. We'll also discuss unique and useful perspectives on several leadership challenges.

The course involves 12 sessions spread over class meetings beginning on Wednesday, October 28 and concluding on Friday, October 30.

5.11.3 Grading Criteria

Successful completion of the Pre-Class Assignment	20%
Attendance and class participation	30%
Contemporary Leaders Team Presentation (due April 20)	25%
Essay: The Purpose of Your Leadership (due April 24)	25%

5.11.4 Pre-Class Assignment

Read the Introduction and Chapter 1 of Finding Your True North.

Before our class meets on October 28, complete the two exercises in the Introduction, and the four exercises in Chapter 1, of Finding Your True North.

In addition, prepare a one-page description of the principal current leadership challenge in the company or organization for which you work

Bring your copy of Finding Your True North with you to our first class on October 28.

Authentic Leadership and Bill George

Bill George, former Chairman and CEO of Medtronic and since 2004 a Professor of Management Practice at Harvard Business School, has done the most over the last decade to advance the authentic leadership paradigm. His Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value (Jossey-Bass) has become a classic since its publication in 2003.

Subsequently, Bill George authored True North: Discover Your Authentic Leadership (Jossey-Bass, 2007) with Peter Sims. Our textbook assists us in putting the insights of True North into practice. Other books by Bill George that may be of interest to you include 7 Lessons for Leading in a Crisis (Jossey-Bass, 2009), and more recently True North Groups: A Powerful Path to Personal and Leadership Development (BK Business, 2011), written with Doug Baker.

George is currently on the boards of ExxonMobil, Goldman Sachs and the Mayo Clinic, and is a frequent contributor to the global conversation about leadership. Throughout our sessions, we will have occasion to refer to his website, www.billgeorge.org.

5.11.5 Materials

As a text for this course, we will read and use Bill George's Finding Your True North: A Personal Guide (Jossey-Bass, 2008) written with Andrew McLean and Nick Craig.

We will supplement Finding Your True North with selected articles on leadership from Harvard Business Review and other current media, including focuses on contemporary leaders in the Corner Office column of The New York Times.

A good basic reference for the study of leadership is Leadership: Theory and Practice, by Peter Northouse (6th edition, 2012), Sage Publishing. Several classes will reference other works on leadership that students are free to consult if they want more depth on a particular topic.

5.11.6 Schedule

Wednesday, October 28

9:00 – 12:30 p.m.

(Due at the beginning of class): _

1. Bring your completed exercises from *Finding Your True North*.
2. Bring a one-page description of the principal current leadership challenge in the company or organization for which you work.

Session 1 Reflections on Leadership; The Journey to Authentic Leadership

Session 2 Why Leaders Lose Their Way

Session 3 Leadership Development in the Crucible

Wednesday, October 28

1:30 – 5:30 p.m.

Session 4, 5 and 6: Team Presentations on the Experiences of Contemporary Leaders

Friday, October 30

9:00 – 12:30 p.m.

Session 7: Discovering Your Authentic Leadership; Knowing Your Authentic Self
Finding Your True North, Part 2

Session 8: Social Styles: Raising Your Self Awareness & Enhancing Your Influence,
Video, Robert Bontempo, Professor, Columbia Business School

Session 9: “Why Should Anyone Be Led by You?”
Goffee and Jones, *Harvard Business Review*, September 2000

Friday, October 30

1:30 – 5:30 p.m.

Due at the beginning of class: Essay, “The Purpose of Your Leadership”

Session 10: Putting Your Authentic Leadership Into Action;
Honing Your Leadership Effectiveness
Finding Your True North, Part 3

Session 11: So Now You’re the CEO
Reference: Marshall Goldsmith,
What Got You Here Won’t Get You There

Session 12: “In Praise of the Incomplete Leader”
Ancona, Malone, Orlikowski and Senge,
Harvard Business Review, February 2007

5.12. HT-507 Corporate Finance (October 17 and 19)

5.12.1 Profiles of faculty

Main lecturer: Benjamin Lewis Bystrom

Lecturer, Department of Financial Economics and Institutions,
University of Hawaii at Manoa, Shidler College of Business

Benjamin Bystrom is a lecturer at the University of Hawaii's Shidler College of Business, teaching graduate courses in entrepreneurial finance, Japanese finance and capital markets and undergraduate courses in travel industry and corporate finance, banking and economics. Ben received Professor of the Semester Awards in 2010, 2011 and 2012 and 2013. Prior to teaching, Ben had a 20-year career in investment and commercial banking both in New York and Tokyo. Most recently he was an Executive Director with Morgan Stanley in Japan where he focused on restructuring and financing of Japanese insurance companies and banks. Ben has worked in foreign exchange trading, mergers and acquisitions, derivatives and a wide variety of debt products. He has advised and financed Fortune 500 companies around the globe. Ben has a Bachelor's degree in Business Economics and Quantitative Methods from the University of Hawaii and Master's degrees from the University of Pennsylvania in Finance (Wharton School) and East Asia Studies/Japanese Language.

In addition to being a fluent speaker of Japanese, Ben was a Research Fellow in the Economics Department at the University of Tokyo.

5.12.2 Description

This course will provide a broad exposure to financial theories, concepts, tools, models, and analysis. It will establish the foundation and analytical skills needed to make corporate finance decisions. Course is taught via lecture and interactive, in-class exercises. Students must prepare for and actively participate in all these activities. Assignments are developed to get students involved and learn from the experience. Strong "real-world" focus (i.e. case studies, problem solving, deals, trades, etc.).

5.12.3 Objective

The key objectives for the course are as follows: 1) Learn financial statement analysis with a focus on cash flow and financial policies (leverage, dividends, cash management), 2) Develop techniques and models for pricing bonds, stocks, new ventures, commercial real estate and other financial assets, 3) Analyze risk and learn hedging methods such as derivatives available in financial markets and 4) Understand the dynamics of capital markets and how to trade debt, equity and foreign exchange.

5.12.4 Grading Criteria

Financial Statement Analysis	20%
Bond Pricing	15%
Equity Analysis and Pricing	20%
Commercial Real Estate Valuation	20%

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Foreign Exchange and Hedging	10%
Class Participation	15%

5.12.5 Pre-Class Assignment

- (1) Read all Lecture Notes
- (2) Look over financial statements for case studies
- (3) Practice Excel formulas and calculations given on Excel Spreadsheets

5.12.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Lecture Notes	PPT and WORD files	+++		
Hard copies of corporate financial statements	Hard copy	+++	Yes	
Cash flow, valuation and other financial models	Excel	+++		

Note: All students should bring a laptop computer to class with PPT, Excel and WORD software. Bringing a calculator is also recommended.

5.12.7 Schedule

NOTE: The following is a general outline of the course content. **Topic areas and the schedule are subject to change during the term.** Coverage to topics will be on "time permitting" basis depending on discussion and student interest.

DAY 1 – Saturday, October 17

Financial Statements: Analyze the balance sheet, income statement and cash flow statement for several companies including IBM, Canon and Ruby Tuesday. Learn what to look for from both a debt and equity perspective. Compare and contrast U.S. and Japanese companies.

Assignments: Based on a case study, 1) produce your own cash flow statement and 2) analyze and rate a company's debt using a ratio type analysis.

Debt and Equity: 1) Learn key factors (interest rate risk and credit risk) for valuing bonds using discounted time value of money approach. 2) Analyze key factors (growth, profitability, risk) that drive corporate equity value.

Assignments: 1) Using excel models provided, value corporate bonds and determine whether to buy or sell the bonds given the current market bid and offer prices. 2) Compare and analyze the stocks of McDonalds and PF Chang. Provide a long or short recommendation on the stocks with supporting facts, figures and ratios.

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DAY 2 – Monday, October 19

Equity and Commercial Real Estate: 1) Value new venture business' equity using earnings multiple, dividend growth and discounted free cash flow methods. 2) Learn to analyze various types of commercial real estate including retail, office and industrial.

Assignment: Case study on IPO for new venture business. Using various methods, value the venture and advise the founder on how to maximize equity capital raising through an IPO.

Commercial Real Estate and Risk Hedging: 1) Learn how to value and finance commercial properties through cash flow analysis. 2) (If time is available) Analyze, measure and hedge risks including foreign exchange, credit, interest rate and commodity prices.

Assignment: Value a shopping center complex based in Honolulu using an excel cash flow model. Advise the investor on the most efficient debt financing structure.

DAY 2 – Monday, October 19

Equity and Commercial Real Estate: 1) Value new venture business' equity using earnings multiple, dividend growth and discounted free cash flow methods. 2) Learn to analyze various types of commercial real estate including retail, office and industrial.

Assignment: Case study on IPO for new venture business. Using various methods, value the venture and advise the founder on how to maximize equity capital raising through an IPO.

Commercial Real Estate and Risk Hedging: 1) Learn how to value and finance commercial properties through cash flow analysis. 2) (If time is available) Analyze, measure and hedge risks including foreign exchange, credit, interest rate and commodity prices.

Assignment: Value a shopping center complex based in Honolulu using an excel cash flow model. Advise the investor on the most efficient debt financing structure.

5.13. HL-503 Philosophy (Oct. 26 and 27)

5.13.1 Profiles of faculty

Main lecturer: Peter Hershock, Ph.D.
Director, Asian Studies Development Program,
East-West Center

Peter Hershock is an Educational Specialist and the Director of the Asian Studies Development Program at the East-West Center in Honolulu, Hawai'i. He is trained in both Western (Yale University) and Asian philosophy (University of Hawai'i), with a specialization in Buddhist philosophy. His primary responsibilities center on designing and implementing university and college faculty development programs. His research makes use of Buddhist conceptual resources to address such contemporary issues as: technology and development, education, human rights, and the role of values in cultural and social change. His books include: *Liberating Intimacy: Enlightenment and Social Virtuosity in Ch'an Buddhism*; *Reinventing the Wheel: A Buddhist Response to the Information Age*; *Technology and Cultural Values on the Edge of the Third Millennium*; *Chan Buddhism*; *Buddhism in the Public Sphere: Reorienting Global Interdependence*; *Educations and their Purposes: A Dialogue among Cultures*; and *Changing Education: Leadership, Innovation and Development in a Globalizing Asia Pacific*; and *Valuing Diversity: Buddhist Reflection on Realizing a More Equitable Global Future*. and *Public Zen, Personal Zen: A Buddhist Introduction*.

5.13.2 Description

This short course will introduce philosophy as a discipline that offers resources for understanding and responding to the dynamics of cultural interaction and to demands for innovation in a world of increasingly extensive and complex interdependencies. Drawing on Asian and Euro-American traditions of thought -especially metaphysics and ethics- the course will explore key concepts relevant to socially responsible management and innovation, including personhood, freedom, creativity, diversity and equity.

5.13.3 Objective

Through lectures, small group work and discussions, the course will: 1] provide students with a basic understanding of philosophical engagement; 2] explore Asian and Euro-American theories of personhood and community; 3] introduce the discipline of ethics through considering major Euro-American and Asian perspectives on the meanings of "the good" in personal, professional and social terms; 4] explore the key concepts of diversity and equity; and 5] will relate these theories, perspectives and concepts to issues of leadership in an era of complex change.

5.13.4 Grading Criteria

Preparation (reading)	15%
Participation (general discussions)	35%
Assignments (case study précis)	15%
Group Work	35%

5.13.5 Pre-Class Assignment

None

5.13.6 Materials

Several short readings will be provided as PDFs prior to the start of class.

5.13.7 Schedule

Session 1 – October 26

This session will introduce philosophy as the systematic questioning of presuppositions and will examine European, Chinese (Confucian) and Buddhist conceptions of personhood and community.

Session 2 – October 26

This session will focus on ethics and the process of negotiating different conceptions of “the good,” especially in intercultural contexts. In addition to introducing a representative set of major ethical theories—virtue ethics, utilitarianism, deontology, Confucian role ethics and Buddhist karmic ethics—time will be spent applying these theories in small group “case study” activities.

Session 3 – October 27

This session will focus on philosophical engagement with issues of difference and equality, as seen through the socio-historical lenses of reflexive modernization, world risk society, and network dynamics. Particular attention will be given to concerns about diversity and equity, and the need for rethinking the globally dominant approaches to conceiving these concerns.

Session 4 – October 27

This final session will examine the leadership and management implications of the sessions on personhood, ethics, diversity and equity. A primary consideration will be how philosophical perspectives can be helpful in making practical and values judgments in predicament-rich intercultural contexts, and in skillfully exercising both corporate and social responsibility.

5.14. HL-504 International Law and Ethics (Oct. 14 and 15)

5.14.1 Profiles of faculty

Main lecturer: Olgierd Nicholas Ordway, PhD
Professor, Shidler College of Business, University of Hawaii

Nicholas Ordway is a tenured full professor in the Financial Economics and Institutions Department at the Shidler College of Business. He received his PhD in land economics and MBA from Georgia State University and a JD degree from the University of Georgia law school. He has been with the Shidler College of Business since 1987. Dr. Ordway has been teaching investments and finance as well as business law, law for accountants and international trade law for over three decades. He is admitted to practice before federal courts and is a member of the Georgia Bar (1972-present). Dr. Ordway has appraised over \$1 billion in commercial properties and has served as an expert witness in state and federal courts. Ordway has published eighteen books and over one hundred scholarly articles. Dr. Ordway served as principal investigator of studies on fair housing for the Hawaii Housing Finance and Development Corporation and on Federal income tax consequences of residential leasehold reform for the U.S. Department of Housing and Urban Development.

5.14.2 Course structure

Each class will be structured with the following components:

1. The instructor will lecture on the topics in the course schedule. The lecture will be based on U.S. law and then a comparison will be made to global law differences. Each lecture will be open to questions and discussion.
2. Students will discuss cases for each topic from chapters associated with the topic in: Kenneth W. Clarkson et al., West's Business Law, 12th Edition, 2012.
3. Group discussion will take place on a major hypothetical case that will have been made available in advance of the classes.

5.14.3 Objective

Upon completion of this course each student should have achieved the following minimum objectives.

1. Understand the ethical and cultural contexts of global commerce.
2. Become aware with different ethical systems.
3. Be familiar with civil disputes arising from torts.
4. Become familiar with alternative dispute resolution.
5. Understand the nature of disruptive change and how businesses are able to adapt.
6. Understand how a corporate incentive system can lead to ethical lapses that have led companies like Enron and Arthur Anderson to their bankruptcy and demise.

5.14.4 Grading Criteria

Your grade will be based on the following metrics:

1. 20% on individual discussions of short cases from the Clarkson chapters after each topic lecture.
2. 40% on a legal- ethical memorandum (maximum 5 pages) on a hypothetical fact situation based on a similar problem faced by the McDonald's corporation in a British libel action which has been called the longest civil trial in British history.
3. 40% on class participation in group discussions, attendance, etc.

5.14.5 Pre-Class Assignment

None

5.14.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
To be provided in class				

5.14.7 Schedule

Date	Topics	Readings	Case from Clarkson
Wednesday, October 14	1. Introduction to international law and legal reasoning 2. Nature of property 3. Intellectual property	1. Clarkson, Ch. 1 2. Clarkson, Ch. 49, 50 3. Clarkson, Ch. 8	1. 1.10 2. 49.3, 50.1, 50.7 3. 8.1, 8.3, 8.4, 8.5, 8.7, 8.8
	4. Formation of Sales and Lease Contracts 5. Title, Risk & Insurable Interest 6. Performance and Breach Group Discussion of IP Case	4. Clarkson, Ch. 19 5. Clarkson, Ch. 20 6. Clarkson, Ch. 21	4. 19.2, 19.3, 19.7 5. 20.1, 20.3, 20.4 6. 21.1, 21.3, 21.5, 21.6
	7. Entity Formation 8. Securities law 9. Anti-trust law	7. Clarkson, Ch. 37, 38, 39, 40 8. Clarkson, Ch. 42 9. Clarkson, Ch. 47	7. 37.3, 37.4, 37.7, 38.1, 38.4, 38.9, 39.3, 39.8, 40.1 8. 42.3, 42.4, 42.9 9. 47.3, 47.6, 47.9
	10. Employment discrimination Group discussion of Japanese/American discrimination case	10. Clarkson, Ch. 35	10. 35.1, 35.3, 35.4, 35.6, 35.7, 35.8

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Date	Topics	Readings	Cases from Clarkson
Thursday, October 15	1.Courts and Alternative Dispute Resolution 2.Intentional Torts and Privacy 3.Negligence and Strict Liability	1.Clarkson, Ch. 2 2.Clarkson Ch. 5 3. Clarkson Ch. 6	1. 2.6, 2.7, 2.8, 2.9. 2. 6.1, 6.9 3. 7.1, 7.2, 7.3, 7.9
	Innovation and the McDonald's Company Group discussion on the ethics of Liebeck v. McDonald's Restaurants 1994 Extra LEXIS 23 (Bernalillo County, N.M. Dist. Ct. 1994), 1995 WL 360309 (Bernalillo County, N.M. Dist. Ct. 1994).	Class handout	
	1. Ethics and Business Decision-making 2. The moral failings of Enron, Arthur Anderson and other global companies.	1.Clarkson, Ch. 5	1. 5.1, 5.2, 5.3, 5.4, 5.5, 5.7, 5.9.
	Group discussion of hypothetical based on the McDonald's Corporation libel case in Great Britain (McDonald's Corporation v. Steel & Morris (1997) EWHC QB 366..	Class handout	Note: 5 page memorandum is due.

5.15. HL-505 Economic and Financial Environment of Global Business

(Nov. 2, 4, and 6)

5.15.1 Profiles of faculty

Main lecturer: David McClain is President Emeritus of the University of Hawai'i, where he has been a tenured professor of financial economics at the Shidler College of Business since 1991. He led the 10-campus University of Hawai'i System from 2004-2009, served as Dean of the College of Business from 2000-2003.

McClain joined UH from Boston University, where he was Finance Department chair and founding director of its Management Development Program-Japan. He has taught at MIT's Sloan School of Management, at the Universidad Gabriela Mistral in Santiago, Chile, and at the American Business School in Paris, and has been a visiting scholar at Keio University and at Meiji University in Tokyo.

McClain served as senior staff economist on the Council of Economic Advisers to President Jimmy Carter, headed international economic information services for Data Resources, Inc., and chaired the APEC Business Management Network.

McClain currently is a member of the board of academic advisors for Ritsumeikan Asia Pacific University, and on the advisory board of First Insurance Company of Hawaii, a member of the Tokio Marine Group. He is the author of *Apocalypse on Wall Street* (published by Dow Jones/Irwin), a number of scholarly articles, and hundreds of columns on economic issues.

After receiving his B.A. from the University of Kansas in 1968, McClain joined the United States Army, completing his service as a first lieutenant in Vietnam. He earned a Ph.D. in economics from the Massachusetts Institute of Technology in 1974. In 2007, McClain received an honorary doctor of humane letters degree from Doshisha University in Kyoto, Japan.

5.15.2 Objective

This course aims to improve your understanding of international economic and financial forces, particularly in the Asia-Pacific region, and to enhance your skills in analyzing these forces and their impact on your organization, your community and your country.

The course involves 18 sessions distributed over class meetings beginning on Monday, November 2, continuing on Wednesday, November 4 and concluding on Friday, November 6.

5.15.3 Grading Criteria

Successful completion of the Pre-Class Assignment	20%
Attendance and class participation	30%
Competitiveness Analysis Presentation (May 6)	50%

5.15.4 Pre-Class Assignment

Prepare a one-page description of how your firm is exposed to fluctuations in the global economy...from trade flows, capital flows, exchange rate changes, variations in commodity prices...whatever seems most relevant to you.

Bring this "Corporate Economic Exposure" description to our first class.

5.15.5 Materials

There is no text for the course; rather, we use a series of readings keyed to individual topics. Please read any assigned readings before class, in order to maximize the productivity of our in-class time.

5.15.6 Schedule

Competitive Analysis Presentation

On November 2, we learn about the ways in which countries are ranked according to their competitiveness in the global economy. At that class, student groups will be assigned to research the global competitiveness of one of the five BRICS countries (Brazil, Russia, India, China and South Africa).

On November 6, each group will present the results of its analysis.

Monday, November 2

9:00 – 12:30 p.m.

(Due at the beginning of class): Bring your completed "Corporate Economic Exposure" description to class.

Session 1 The Foundations of Economic Growth and Development

Session 2 Global Competitiveness Analysis and the Course Project

Session 3 Keeping Score: National Income Accounts and the Balance of Payments

Monday, November 2

1:30 - 5:30 p.m.

Session 4 Exchange Rates in the Short Run: Interest Rate Parity

Session 5 Monetary Policy, Interest Rates and Exchange Rates

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Session 6 Exchange Rates in the Long Run: Purchasing Power Parity

Wednesday, November 4

9:00 – 12:30 p.m.

Session 7: International Trade: Sources of Competitiveness, and Protectionism

Session 8: The Growth of Regional Trading Blocs

Session 9: The Foundations of Fiscal Policy

Wednesday, November 4

1:30 – 5:30 p.m.

Session 10: International Monetary Systems and Institutions

The Gold Standard; Bretton Woods; The IMF Today

Session 11: Economic Policy Under Flexible Exchange Rates

Session 12: Economic Policy Under Fixed Exchange Rates

Friday, November 6

9:00 – 12:30 p.m.

Session 13, 14 and 15: Competitiveness Analysis Project Presentations

Friday, November 6

1:30 – 5:30 p.m.

Session 16: The Global Financial Crisis: Causes and the Aftermath

Session 17: The Euro, the European Central Bank and the Continuing European Economic Crisis;

Session 18: The Outlook for Asia and the Global Economy

5.16. HL-506 Multiculturalism and Global Citizenship (October 20 thru 24)

5.16.1 Profiles of faculty

Main lecturer: Yujin Yaguchi

Professor, Center for International Exchange, Graduate School of Arts and Sciences, The University of Tokyo

B.A. Goshen College (1989)

M.A. College of William and Mary (1991)

Ph.D. College of William and Mary (1999)

Assistant Professor, Hokkaido University (1995-1998)

Associate Professor, The University of Tokyo (1998-present)

Fulbright Visiting Scholar, East West Center (Honolulu) (2002)

Professor, Center for International Exchange, Graduate School of Arts and Sciences, The University of Tokyo (2014-present)

5.16.2 Description

The extensive and accelerated flow of people and goods in today's world has produced many sites of cultural encounters and fusions, leading to what many refer to as a more "multicultural" world. What are the pros and cons of this globalization and multiculturalism? This course investigates the question through the lens of Hawaiian society, which is regarded as one of the most "multicultural" places in the world.

5.16.3 Objective

In many societies today, multiculturalism is characterized as something essential—it is a positive term that is often contrasted with such words and phrases as parochialism, racism, ethnocentrism, and ultra-nationalism. While accepting the basic tenet of the values of multiculturalism, I hope to encourage the students to cultivate a more balanced and critical as well as historical perspective to multiculturalism. The course will include several fieldtrips, through which students are expected to gain more familiarity with the contemporary Hawaiian culture and society.

5.16.4 Grading Criteria

Attendance and participation	35 %
Final presentation	35%
Individual paper based on the group presentation	30 %

5.16.5 Pre-Class Assignment

(i) some reading materials will be provided in advance

5.16.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Excerpts from the book, <i>The Value of Hawai'i</i>	Book	+++	Yes	

5.16.7 Schedule

DAY 1 – Morning

Introduction--Multiculturalism and Global Citizenship, from Hawaiian perspectives

Sharing the overall purpose and goal of this lecture. The state of multiculturalism in Hawai'i today.

DAY 1 –Afternoon

History of Hawaii 1 - Native Hawaiians

Introduction to Native Hawaiian history. Guest lecture by Dr. Jonathan Kamaka Osorio (professor, Hawai'i inuiākea School of Hawaiian Knowledge, University of Hawai'i at Mānoa).

DAY 2 – Morning

Fieldtrip to Iolani Palace

Explore Downtown Honolulu/Chinatown

DAY 2 –Afternoon

History of Hawaii 2 - Immigration

Reflection on Fieldtrip

A group discussion on the fieldtrip

DAY 3 – Morning (8:00-13:00)

Field Trip to Pearl Harbor

Field Trip to the Japanese Cultural Center of Hawaii

Explore Moiliili

DAY 3 – Afternoon (15:00-17:30)

History of Hawaii 3 - Pearl Harbor/War & Military

DAY 4 – Morning

History of Hawaii 4 – Tourism

DAY 4 – Afternoon

Field Study – Waikiki or Ala Moana on own

DAY 5 – Morning

Capstone Assignment Presentations

DAY 5 – Afternoon

Summary - Multiculturalism & Global Citizenship

5.17. HL-507 Socratic Inquiry (Oct. 13)

5.17.1 Profiles of faculty

Main lecturer: Tammy Jones, PhD

Secondary teacher, Philosophy; English,
University of Hawaii at Manoa; Hawaii Dept. of Education (SEEQS)

After earning her BA in English from Northeastern University, Tammy Jones came to Hawaii to pursue her MEdT from the University of Hawaii at Manoa (UHM). After completing her program and earning her teaching license, Tammy began working at the largest public high school in the state as an English teacher. The following year Tammy opted to continue her education, and in 2012 she graduated with her PhD in Curriculum and Instruction from UHM. Since beginning her studies at UHM, Tammy has worked closely with Dr. Thomas Jackson and the Philosophy in the Schools Project, as well as with various departments, schools, and organizations to promote the p4c Hawaii approach to thinking and learning. She is currently an English teacher at the School for Examining Essential Questions in Sustainability (SEEQS), a public charter school focused on examining essential questions of ecological and economical systems and personally connecting to bigger questions and understandings about our surroundings.

5.17.2 Description

This course focuses on:

- building an intellectually safe community for learning and in-depth thinking;
- learning about the role your personal "small p" philosophy plays in your study of business topics throughout the Hawaii Module;
- learning and applying the Good Thinkers' Toolkit for effective inquiry.

5.17.3 Objective

In this course you will:

- Help create and become a part of a learning community where you can do your best work.
- Understand and clarify your own philosophies.
- Enhance your thinking skills for making judgments grounded in good reason.
- Use question stems for taking notes and analyzing information.

5.17.4 Grading Criteria

In-class participation 100% (including participation in both whole class and small group)

5.17.5 Pre-Class Assignment

None

5.17.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
To be provided in class				

5.17.7 Schedule

Hour 1 –Small "p" Philosophy; Creating a Learning Community

Apply Philosophy for Children (P4C) concepts for effective business learning, acquire special P4C vocabulary, engage in the community ball activity.

Hour 2 –The Good Thinker's Toolkit: Problem Solving Through Democratic Inquiry

Introduction to the Good Thinker's Toolkit and how to use it in your working environment.

5.18. HM-503 Ethnography (Oct. 29, 31 and Nov. 3)

5.18.1 Profiles of faculty

Main lecturer: Roderick N. Labrador
Assistant Professor, Ethnic Studies
University of Hawai'i at Mānoa

Rod Labrador has been teaching courses on ethnography and peoples and cultures in Hawai'i at the University of Hawai'i at Mānoa since 1999. His own research focuses on race, ethnicity, class, culture, language, migration, education, hip hop, and cultural production in Hawai'i, the United States, and the Philippines. His most recent book, *Building Filipino Hawai'i* (University of Illinois Press, 2015), draws on ten years of interviews and ethnographic and archival research and speaks to the processes of identity making and the politics of representation among immigrant communities striving to resist marginalization in a globalized, transnational era.

5.18.2 Description

The course will introduce students the discipline of anthropology (the study of culture and humanity) and the practice of ethnography, a field-based research methodology that involves deep immersion into a community and description and analysis of social life as observed and experienced by the researcher. Specific methods covered will include participant observation, recording of fieldnotes, and coding.

5.18.3 Objective

Students will learn to take a holistic approach to business that pays attention to the role of cultural diversity. They will acquire the observational, recording, and analytical skills to better understand the social nature of business.

5.18.4 Grading Criteria

Class Participation	50%
Fieldnotes	40%
Coding	10%

5.18.5 Pre-Class Assignments

- (1) Complete readings
- (2) Attend PCC field trip
- (3) Write and print 2 pages of fieldnotes after PCC field trip

5.18.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Emerson et al pp.1-11	pdf	+++	Yes	To be read before Friday class
Emerson et al pp.30-31	pdf	+++	Yes	To be read before Friday class
Kotak 2007	pdf	+++	Yes	To be read before Friday class
Ember & Ember 2011	pdf	+++	Yes	To be read before Friday class
Emerson et al pp.49-50	pdf	+++	Yes	To be read before Monday class
Emerson et al pp.142-157	pdf	+++	Yes	To be read before Monday class

5.18.7 Schedule

DAY 1 (October 29) – morning (9:00-12:30pm)

Ethnographic Fieldwork: Interpreting Culture

Powerpoint lecture on anthropology, ethnography, business anthropology, and writing ethnographic fieldnotes, along with a short video on business ethnography.

DAY 2 (October 31)

Field trip to the PCC on October 31. JAITS staff will accompany the group.

DAY 3 (November 3) – morning (9:00-12:30pm)

From fieldnotes to memos: Inscribing and analyzing the Polynesian Cultural Center

Small group work reading other classmates' fieldnotes, large group discussion, lecture on process of coding, individual work on coding fieldnotes, and large group discussion of process.

5.19. HM-504 Art of Negotiation (Nov. 12 and 13)

5.19.1 Profiles of faculty

Main lecturer: John Barkai

Professor, William S. Richardson School of Law,
University of Hawaii at Manoa

Education: University of Michigan, B.B.A. (1967), M.B.A. (1968), J.D. (1971)

1978 - Present: Professor of Law, University of Hawaii Law School, Honolulu, Hawaii

1973 - 1978: Associate Professor of Law, Wayne State University Law School,
Detroit, Michigan

1972 - 1973: Deputy Defender, Legal Aid & Defender Association, Detroit, Michigan
(criminal trial lawyer);

5.19.2 Description

This course focuses on deal-making and dispute resolution in the context of international business transactions with a special emphasis on cross-cultural conflicts. Participants will study, discuss, and practice negotiation and other forms of conflict resolution with the goals of better understanding the major cultural differences in international conflict styles and improving their abilities to negotiate cross-culturally in business and personal situations. Participants will also learn the advantages and disadvantages of using alternative dispute resolution (ADR) methods to resolve business conflicts and how to assist others in resolving conflicts by using mediation. The primary teaching method will be role play and simulation. Participants will practice negotiation and mediation skills.

5.19.3 Objective

In this course you will:

- Develop negotiation and mediation skills to influence others, resolve issues, and attain your goals.
- Learn and practice various approaches to negotiation used in personal and business situations.
- Increase the effectiveness of your communication in negotiation situations.
- Understand the major cultural differences in international negotiation styles and improve your ability to negotiate cross-culturally.
- Learn the advantages and disadvantages of using alternative dispute resolution (ADR) methods to resolve business conflicts.
- Develop the skill of mediation / conciliation to assist other people resolve conflicts.

5.19.4 Grading Criteria

Class Participation	50%
Take-home Examination	50%

5.19.5 Pre-Class Assignment

Read the following:

- "Getting To Yes" by Roger Fisher, available on the web at:
<http://www.mediationadvocacy.com/Getting%20to%20Yes.pdf>
- Photocopied materials (called "Handouts"), available on the web at:
<http://www2.hawaii.edu/~barkai/GLIK.htm>

5.19.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
"Getting To Yes" by Roger Fisher, available on the web at: http://www.mediationadvocacy.com/Getting%20to%20Yes.pdf	Book	++	Yes	
Photocopied materials (called "Handouts"), available on the web at: http://www2.hawaii.edu/~barkai/GLIK.html	Handouts	++	Yes	

5.19.7 Schedule

November 12, Thursday

INTRODUCTION TO NEGOTIATION & DISPUTE RESOLUTION WORKING WITH AMERICANS

Handouts are available on the web at: www2.hawaii.edu/~barkai/GLIK.html

COMMUNICATION FOR CONFLICT RESOLUTION NEGOTIATION TACTICS

Skim: Getting To Yes, Introduction & Chapters 1, 2 & 3 (pages xxvii-55), Negotiation Handout, Communication Handout

CROSS-CULTURAL NEGOTIATIONS: 36 CHINESE NEGOTIATION STRATEGIES

Skim: Cross Cultural Negotiations Handout, 36 Chinese Negotiation Strategies Handout, Getting To Yes (GTY) Chapters 4 & 5 (pages 56-94)

November 13, Friday

PSYCHOLOGY OF NEGOTIATION & ARBITRATION

Skim: Myers Briggs Handout & Arbitration Handout, Getting To Yes, Chapter 6 & 7 (pages 97-128)

MEDIATION & CONCILIATION OF DISPUTES

Skim: Mediation Handout, and Getting To Yes, Chapter 8, Conclusion, 10 Questions (pages 129-187),

MEDIATION CONTINUED

DIFFICULT CONVERSATIONS, TONGUE FU, AND WHY CAN'T YOU SHUT UP?

Tongue Fu Handout, and Difficult Conversations Handouts

5.20. HF-501 Hawaii Project (Oct. 13, 16, 29, and Nov. 3, 10, 16, and 17)

5.20.1 Profiles of faculty

Main lecturer: Steve Novak

Founder & President, PPR Management Services

Steve works with organizations to increase their level of performance, adhering to the motto "Improving Profits by Improving Performance". He specializes in Strategic Planning and Business Operations. He has worked with both for-profit and non-profit organizations in a wide range of industries, from public utilities to construction contracting to a professional dance company. Prior to starting his consulting practice he worked for many years in manufacturing, serving in various capacities in industries that include jewelry, wood products, food, and cosmetics. He is the author of The Small Manufacturer's Toolkit, a book that introduces several management systems, including Lean, Six Sigma, Theory of Constraints, Sales & Operations Planning, and more. He has presented at Supply Chain and Quality Management related conferences throughout the United States and in Vietnam.

5.20.2 Description

A team of 4 members works together to provide a solution to an issue, challenge, or problem that an organization in Hawaii faces. For example, your team might answer one of the following questions for the organization, citing specific examples:

How can the organization improve, or create a new product/service/business model to serve its customers (or those who benefit from such services)? How can the organization improve its operation to achieve its objectives in a more efficient or effective way? How can the organization improve internal or external communication to positively affect its business?

As a team, with each member participating equally, present your solution at the MFI Competition to a panel of judges along with organization representatives in attendance.

5.20.3 Objective

To develop a solution to an issue or challenge or problem identified by the organization in Hawaii, utilizing the knowledge, theory and/or methodology students acquire through the program and prior experiences brought to the program. Teams are expected to do necessary research, to meet with organizational representatives, and collect data as appropriate. The JAIMS Team is available to facilitate appointments, introductions, etc.

5.20.4 Grading Criteria

Participation & Presentation	100%
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5.20.5 Pre-Class Assignment

None

5.20.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Self-selected				

5.20.7 Schedule

Due to time constraints, projects will be limited in scope and depth. Throughout the 6 weeks, 5 coaching sessions are scheduled to guide the project development, followed by a project presentation rehearsal leading to the Competition with judges from the business community.

(Preparation in Japan)

- FJF will identify 6 organizations (commercial entities or NPOs) that are willing to work with the participants on this project.
- FJF will provide the students with a brief description about the organization and its issue, challenge, or problem that it wishes the team to work on.
- FJF will ask each student to identify his/her first and second choice of organizations.
- FJF will assign the 6 teams based on the students' interests and announce the teams. Ideally, no more than 2 members from one country, and diversity in team member backgrounds contributes to interesting problem solutions.
- The teams may begin researching their organization via the Internet and/or through other related materials before leaving for Hawaii.

(Execution in Hawaii)

The Hawaii Project course including Coaching Sessions, is at variable times throughout the Hawaii Module, excluding the Orientation session and the Competition:

5.21. SF-503 Field study in Singapore (Nov. 23, 24, 25, 26 and 27)

(1)Overall

5.21.1 Profiles of faculty

Main lecturer: Ryoko Toyama, Director & Lecturer
Professor, Graduate School of Strategic Management, Chuo University

5.21.2 Description

This course is designed to learn regional management in practice which is managed by a consortium of industry, government and academic sectors. Students learn the actual example of Singapore as a sustainable and internationally competitive city where their vision has been realized at a high speed by creating the vision for regional development, setting a target to pursue, and creating and combining various knowledge in order to realize its vision to become good home for business, innovation, and talents in rapidly changing global society.

5.21.3 Objective

Back ground

Singapore is now famous for creating an excellent sustainable and competitive city and it is a successful knowledge innovation model in which Singapore synthesized diverse knowledge by defining a vision of making a good society. Under a strong leadership by Mr. Lee Kuan Yew, Singapore has become successful in developing a knowledge-based country for a short period of about 50 years, trying to be a global hub for innovation, human resources development and business.

Objective

To understand value and execution process of the social innovation model by observing an actual innovation process of a sustainable city development so that one can deepen insights in what a country, a community or a company should do to keep creating value in the 21th century when globalization has been rapidly changing the world.

5.21.4 Grading Criteria

Class Participation	50%
Key Learning Report	50%

5.21.5 Pre-Class Assignment

Read 4 materials below.

5.21.6 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
CLC Framework Urban Solutions	PDF	+++	No (Data only)	
A*STAR_Oct2012	PDF	+++	No (Data only)	

GLIK2015F Program Guidance

EDB	PDF	+++	No (Data only)	
Temasek Polytechnic Official Website	Website	+++	No	http://www.tp.edu.sg/main/index.asp

5.21.7 Schedule

DAY 1 – Afternoon

Orientation

Challenges for Singapore in the post-Lee Kuan Yew era

What are the issues which Singapore is facing today?

DAY 2 – Morning

Economic Development Strategy of Singapore and Home for Business

(1)Economic Development by EDB (Dialogue with a government official)

(2)Panasonic & Singapore, Long term strategic partnership

(Dialogue with a commercial institution)

DAY 2 – Afternoon

Strategy in Developing the City Infrastructure

Actual cases of sustainable city development such as water or transportation.

Innovation hub (Visit A*Star)

Visit A*Star (Agency For Science Technology & Research) to learn how Singapore is trying to become a hub for innovation to become a center in the knowledge economy.

DAY 3 – Morning

Observing real Singapore

Visit designated sites in a group by subway or other transportation.

Gain insight of the current Singapore through five senses.

DAY 3 – Afternoon

Strategy in developing HR (Home for Talent) : Visit Temasek Polytechnic

Visit Temasek Polytechnic to learn Singapore's education policy and relation among business hub, knowledge hub and talent development.

DAY 4 – Morning

Singapore government's leadership learning from history

Learn leadership and innovation process of Singapore in developing the sustainable city through Prof. Lam's experiences in which he had in implementing policies.

GLIK2015F Program Guidance

DAY 4 – Afternoon

Group work and Presentation

Summarize and present in a group about the learning from the direct observation and learning in the class room.

- What did you observe?
- Relevance of what you learned from Monday to Thursday)
 - Are their mentioned policies really implemented?
 - Did they meet the objective (hiring and happiness of Singaporean)?
 - What are issues in case of they don't meet the objective? What are solutions?
- Conclusion

DAY 5 - Morning

The Strategy of Singapore (1)

Background, vision, and strategy of Singapore to build a sustainable city.

DAY 5 – Afternoon

The Strategy of Singapore (2) and Wrap-up

Background, vision, and strategy of Singapore to build a sustainable city.

(2) Challenges for Singapore in the post-Lee Kuan Yew era (Nov. 23)

5.21.8 Profiles of faculty

Lecturer: Kenneth Paul TAN

Associate Professor & Vice Dean (Academic Affairs),
National University of Singapore
Lee Kuan Yew School of Public Policy

Kenneth Paul TAN is Vice Dean (Academic Affairs) and Associate Professor at the National University of Singapore's (NUS) Lee Kuan Yew School of Public Policy, where he has taught since 2007. From 2000 to 2007, he taught at the NUS's University Scholars Programme and Political Science Department. Since 2000, he has received more than 10 teaching awards, including in 2009 the Outstanding Educator Award, the most prestigious teaching honour bestowed by the University. In 2012, he was elected Chair of the NUS Teaching Academy, where he has been a Fellow since it was established in 2009. He has written widely on (1) principles of public policy and administration (focusing on meritocracy, pragmatism, and public engagement); (2) liberalization, democracy, and civil society; (3) Asian creative cities and the culture industry (focusing on film, television, popular culture, and theatre); (4) race, gender, and sexuality; (5) spatial justice in Asian cities; (6) nation branding, soft power, and nation building; and (7) politics, society, and culture in Singapore. He has published in leading international journals such as *Asian Studies Review*, *Critical Asian Studies*, *International Political Science Review*, and *positions: asia critique*, and has authored two books: *Renaissance Singapore? Economy, Culture, and Politics* (NUS Press, 2007) and *Cinema and Television in Singapore: Resistance in One Dimension* (Brill, 2008). He has held visiting fellowships at the Australian National University, Georgetown University (on a Fulbright Fellowship), and

Harvard University. In 1995, he received a Lee Kuan Yew Postgraduate Scholarship to read for a Ph.D. in social and political sciences at the University of Cambridge, which he completed in 2000. In 1994, he obtained a First Class Honours degree in the Joint School of Economics and Politics at the University of Bristol on a Public Service Commission Overseas Merit (Open) Scholarship. He is a member of the Arts Advisory Panel of the National Arts Council (Singapore). He served on the committee of Our Singapore Conversation, a year-long national-level public engagement exercise that began in 2012. He is the founding chair of the Asian Film Archive's board of directors, sits on the board of directors of theatre company The Necessary Stage, and has composed music for some of its performances. He is an avid runner, who has travelled to a number of cities to run marathons. He is married to Clara Lim-Tan, principal of Yu Neng Primary School.

5.21.9 Description

Lecture on "Challenges for Singapore in the Post-Lee Kuan Yew Era": It is tempting to describe and predict the course of contemporary Singapore's political development in terms of trajectories of modernization and liberal democratic transitions. In many respects, it does seem evident that politics in Singapore has loosened, and even opened, up over the decades since independence in 1965. Vulgar authoritarianism no longer adequately describes the ruling People's Action Party (PAP) government's modus operandi. However, such elegant accounts, particularly appealing when celebrated in the spectacle of global-city Singapore today, are rather often too crude to capture the increasingly dynamic and complex modes of political and social control that the PAP government employs to maintain its hegemony within the nation-state while securing Singapore's advantageous position as a major global city in the neoliberal market order. Singapore's economic neoliberalism and the remarkable achievements recorded in numerous global ranking exercises are sustained, it could be argued, by higher levels of sophistication in the state's exercise of authoritarian politics and ideology. This has been augmented profoundly by new possibilities that emerge as the city transforms itself into a "smart nation", a hyper-technological urban utopia capable just as much of extensive and panoptical surveillance as it is of radically participatory grassroots collaboration in finding real-time policy solutions to very localized problems as they appear. And yet, the challenges faced in exercising this sophisticated mode of authoritarian hegemony have not been trivial. Singapore's iconic founding prime minister, Lee Kuan Yew (LKY), together with his leadership team, has been credited as much as he has been criticized for employing draconian means to secure the highly ordered conditions upon which strong state institutions could be built. These institutions were largely successful in containing the tensions and contradictions that necessarily accompanied Singapore's transition from a developmental state in the 1970s and 1980s to a neoliberal global city from the 1990s onwards. Singapore's transition "from Third World to First World" status has attracted much attention internationally from both developing countries looking for ideas and inspiration for their own progress as well as advanced countries looking for ways out of their own political and social malaise. But Lee's death on 23 March 2015 has sharply foregrounded the question on many people's minds for many years now: What will happen to Singapore after LKY? This lecture will try to answer this question by examining four areas: (1) Public administration (2) Political system (3) Public engagement (4) Civil society.

5.21.10 Pre-Class Assignment

(i) Please read the following materials;

- K.P. Tan, (2008) "Meritocracy and elitism in a global city: ideological shifts in Singapore", International Political Science Review, 29(1): 7-27.
- K.P. Tan (2012) "Public Engagement: The Gap Between Rhetoric and Practice", Ethos, Issue 11, August.
- K.P. Tan (2015) "Singapore in 2014: adapting to the 'new normal'", Asian Survey, 55(1): 157-164.

5.21.11 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
K.P. Tan (2015) "Singapore in 2014: adapting to the 'new normal'", Asian Survey, 55(1): 157-164.	PDF	+++	No(Data only)	Pre-lecture reading
K.P. Tan (2012) "Public Engagement: The Gap Between Rhetoric and Practice", Ethos, Issue 11, August.	PDF	++	No(Data only)	Pre-lecture reading
K.P. Tan, (2008) "Meritocracy and elitism in a global city: ideological shifts in Singapore", International Political Science Review, 29(1): 7-27.	PDF	++	No(Data only)	Pre-lecture reading

5.21.12 Schedule

Nov 23 – Afternoon

The format will be seminar-style lecture, with many opportunities for dialogue and interaction.

(3) Economic Development Strategy of Singapore and Home for Business (Nov. 24)

5.21.13 Profiles of faculty

(EDB session)

TBA

(Panasonic session)

Speaker: Low Beng Huat

General Manager, Environment and External Affairs Group Panasonic Asia Pacific

Mr Low Beng Huat is the General Manager, Environment and External Affairs Group, at Panasonic Asia Pacific. Concurrently, he is the environmental management advisor at Panasonic Asia Pacific and one of the key members in driving 'eco ideas' strategy in the Southeast Asia and Oceania region. Under his management, Panasonic Asia Pacific was awarded the prestigious President's Award for the Environment in 2012, the highest accolade in Singapore for significant contributions to environmental sustainability. In 2014, Mr. Low was also awarded the EcoFriend Award by the National Environment Agency (NEA) for his environmental efforts in spearheading various eco programmes and initiatives in Singapore.

GLIK2015F Program Guidance

He is also in charge of external affairs, involving in engagement and communication with key external stakeholders such as the government agencies.. In Singapore, he was the key member managing the Total Energy Solutions Project at Punggol Eco Town in collaboration with the Economic Development Board, Housing and Development Board and Energy Market Authority of Singapore, for which he also initiated.

Mr Low joined Panasonic in 2000 as a corporate planning executive and has been involved in various strategic projects in the region since. He was put in charge of the environmental portfolio in 2007 and energy solutions portfolio in 2011. .

Mr Low graduated with a Bachelor's degree (with honours) in Arts and Social Sciences from the National University of Singapore. He speaks fluent English, Japanese and Mandarin. Outside of work, he enjoys jogging and reading.

5.21.14 Description

(EDB session)

TBA

(Panasonic session)

“Panasonic has had a long-standing history in Singapore. Starting from the first manufacturing factory set up in 1972, we have come a long way, establishing our Regional Headquarters for the Southeast Asia and Oceania region here in Singapore. In line with our new business focus on becoming a more solutions and systems business oriented company with a wider global business outlook, we have also established a new R&D centre here in 2012. This new R&D centre focuses on the developments of energy solutions comprising of photovoltaic, Lithium-ion battery systems and Home Energy Management System (HEMS). In addition, we have also partnered with three government agencies to launch our Total Energy Solutions test-bed here in Singapore.

Singapore's pro-business policies, good infrastructure, strong emphasis on R&D and innovation and excellent connectivity to other companies and countries make it an ideal location for us to test-bed, develop and commercialise our products and solutions. With the Total Energy Solutions test-bed here in Singapore, we look forward to the exciting possibilities of future homes and town, and hope to scale up our energy solutions business for the region and the world, using Singapore as our first adoption site.”

5.21.15 Pre-Class Assignment

None

5.21.16 Schedule

Nov. 24– Morning

9:30 - 11:00 : Presentation by EDB

11:15 - 12:30 : Presentation by Panasonic

(4) Strategy in Developing the City Infrastructure (Nov. 24)

5.21.17 Profiles of faculty

Speaker: Ms Louisa-May Khoo
Senior Assistant Director (Adjunct)

A geographer and urban planner by training, Ms Khoo currently leads the social and housing research clusters at the Centre for Liveable Cities. Her research interest navigates the intersections between urban policy and governance, planning, spatial equity and diversity in cities. Her previous experience with the Urban Redevelopment Authority of Singapore traversed development control and local planning, to drawing up regional and nation-wide planning policies. She was later seconded to the Ministry of National Development to undertake strategic policy work which included over-seeing Singapore's residential and industrial land-use policies, the drafting of Singapore's Concept Plan (2001) – a long term plan which looks to Singapore's future land needs and challenges, and the Master Plan (2003) – a mid-term plan to be implemented in the next 5-10 years. She co-authored *Housing: Turning Squatters into Stakeholders*, part of the Centre's SINGAPORE URBAN SYSTEMS STUDIES BOOKLET SERIES; and has published studies relating to the foreign workforce in Singapore, community engagement, and proposals for more equitable housing outcomes. She is currently involved in projects relating to planning for diversity, immigrant settlement experiences, and housing affordability and inclusivity.

About the Centre for Liveable Cities

Vision: A leading knowledge centre for liveable and sustainable cities

The Centre for Liveable Cities (CLC) was set up in 2008 based on a strategic blueprint developed by Singapore's Inter-Ministerial Committee on Sustainable Development. The Centre's mission is to distil, create and share knowledge on liveable and sustainable cities. CLC distils key learning points from Singapore's experiences over the last half-century, while creating knowledge to address emerging challenges. It also shares knowledge with, and learns from, other cities and experts.

The Centre operates as part of the Ministry of National Development, and comprises a dynamic CLC Team of officers from diverse disciplines and backgrounds. Guided by the CLC Framework for Liveable and Sustainable Cities, the Centre works across three main areas - Research, Capability development, and Promotions.

Research is central to the Centre's work, and is conducted in close collaboration with local and international partners. CLC's research activities include its Integrated Urban Solutions Research, and Research Workshops, as well as Urban Systems Studies. The Centre develops print and digital Publications for global audiences, to share its research as well as the knowledge of its partners, through such titles as the Singapore Urban Systems Studies booklet series, the biannual Urban Solutions magazine, as well as the monthly CLC e-Newsletter.

Capability development is a key arm of the Centre's activities, as it aims to draw on its research to become a leading academy for cities. CLC's flagship capability development initiative is its Leaders in Urban Governance Programme for local public servants, as well as the Temasek Foundation Leaders in Urban Governance Programme, which is aimed at international city

leaders.

Promotion refers to the Centre's efforts to collaborate with partners to share knowledge, particularly through Events. CLC is a co-organiser of the World Cities Summit - the global platform for government leaders and industry experts to address liveable and sustainable city challenges, share innovative urban projects and forge partnerships. CLC also co-organises the World Cities Summit Mayors Forum, and the Lee Kuan Yew World City Prize. The regular CLC Lecture Series is another platform for thought leaders and experts to exchange ideas and share knowledge. Supporting these efforts, CLC forges strategic Partnerships with local and international experts and organisations.

5.21.18 Description

The lecture elaborates on Singapore's unique high density, high liveability model of development, which has helped the city-state to transform from a third world country of the 1960s to the first world country of today. The lecture is divided into three broad sections- the first shares an overview of Singapore's development history with an overview of its urbanisation challenges; the second focuses on the systems and processes adopted by Singapore to overcome these challenges and the third uses cross sectoral case studies to highlight the principles and strategies which enabled Singapore to develop into a highly liveable and sustainable city-state. The lecture will introduce CLC's liveability framework, which captures underlying principles, strategies and systems that are essential to creation of high quality liveable cities. The discussion on the framework would be supported with case studies of Singapore's Urban System Studies covering sectors of competitive, sustainable environment, high quality of life, integrated master planning and development, and dynamic urban governance.

Through the lecture it is hoped that participants would gain insights into Singapore's development experience and would also be familiar with principles of planning and urban governance which have facilitated the development and which may be suitably applied to address urbanisation challenges of other cities.

5.21.19 Pre-Class Assignment

None

5.21.20 Schedule

Nov. 24– Afternoon

13:30 - 15:00 : Presentation by CLC

(5) The Hub of Innovation (Visit A*Star) (Nov. 24)

5.21.21 Profiles of faculty

Speaker: Yeo You Huan

Dr. Yeo You Huan is currently the Deputy Director of Industry Development (International) at Science and Engineering Research Council (SERC), A*STAR.

Since 2011, he has been responsible for promoting international public-private partnership, with focus on North Asia countries, viz, China, Japan, Korea, and Taiwan.

Dr. Yeo joined A*STAR in 1996 as Manager in the Research Institutes & Centres Division. From 1998 to 2003, he was transferred to A*STAR Data Storage Institute (DSI) to develop strategy for growing the data storage industry in Singapore. He was a committee member of the International Disk Drive Equipment and Materials Association (Asia Pacific), and instrumental for the formation of Storage Networking Industry Association South Asia to promote data centre technology development in Singapore. From 2004 to 2010, he held concurrent appointments as Head of International Operations at SERC; Senior Manager for Industry Development and Divisional Manager for Data Centre Technology Division in DSI with 40 researchers.

Dr. Yeo was a recipient of the National Commendation Medal in 2013.

5.21.22 Description

A*STAR is Singapore's lead public agency for fostering scientific research and talent for a knowledge-based economy. The lecture by Dr. Yeo will provide an overview of R&D in Singapore against the backdrop of the global economic landscape. The presentation will introduce Singapore's R&D strategy and framework, as well as the role of A*STAR in this national framework. The lecture will elaborate on A*STAR's organisation, research focus and strategy. It will also illustrate the various research partnerships that A*STAR has built through its various modes of research collaboration.

The tour of the Fusionopolis Sky Garden will introduce the developments at One-North, a 200-hectare business park development by JTC Corporation to house R&D and high technology activities in the biomedical sciences, infocomm technology (ICT), media industries, physical sciences & engineering, interactive digital media and arts & creative industries.

Finally, the tour of the A*STAR Computational Resource Centre (A*CRC) will demonstrate how the high performance computational (HPC) resources required by the A*STAR research community are supported by one of two data centres located at One-North.

5.21.23 Schedule

Nov. 24 – Afternoon

15:30 – 15:45 : Arrival of delegation

15:45 – 16:30: A*STAR Presentation

- Introduction to Singapore
- Singapore's R&D Strategy and Framework
- A*STAR Organisation and Research Capabilities
- A*STAR's Strategy and Modes of Collaboration with Industries
- A*STAR's Talent Development
- Centre of Excellence for Sustainable Urbanisation set up by A*STAR, Fujitsu and SMU.

16:30 – 17:00: Tour of Fusionopolis Sky Garden

(to see the developments at Fusionopolis and Biopolis)

(6) Observing Real Singapore (Nov. 25)**5.21.24 Profiles of faculty**

Lecturer: Ryoko Toyama

5.21.25 Description

By directly experiencing the actuality of Singapore, participants are expected to gain the insights of the actuality of Singapore and integrate them with the knowledge learned in the classroom. Participants visit several sites in groups on foot and by subways to experience and observe the people's actuality in living and conducting business in Singapore. In the afternoon, each group makes a presentation to integrate the learning in class room throughout the program and what they observed in the town.

5.21.26 Schedule**Nov. 25 – Morning**

9:30-10:00 Orientation for Observing Real Singapore

10:00-14:30 Site visit (HDB, China town, Reservoir, Park connector etc)

- Visit designated sites in a group by subway or other transportation.
- Gain insight of the current Singapore (town design, infrastructure, People (Adult, children, & aged people) and life etc.) using all five senses.
- Take pictures if you feel necessary.
- Group discussion will be held in the afternoon to integrate what you observe and what you learn in the class room.

(7) Strategy in Developing HR (Home for Talent) (Visit Temasek Polytecnic) (Nov. 25)**5.21.27 Profiles of faculty**

Speaker: Lynn Ng

Ms Lynn Ng is the Manager of the Academic Programmes & Services for the School of Informatics & IT, where she leads a team to develop and teach core communication skills subjects which prepare students at the polytechnic with for the workplace. Other subjects which come under her charge are Effective Internet Research, The Powerful Art of Storytelling, Styles & Issues in Writing for the New Media and Literacies for the Digital Age. All subjects under the Academic Programmes & Services infuse ICT in the curriculum. Lynn also has experience in writing curriculum and developing ICT modules. She also trains students in public speaking and speech writing. She has also conducted communication skills courses for government officials in Cambodia, Myanmar and Vietnam under the Ministry of Foreign Affairs - Initiative for ASEAN Integration (IAI). She also conducted a course on Technical English for students at the Kumamoto National College of Technology.

Lynn was also a Fujitsu scholar in the GLIK 2014 (Winter) programme, where she was

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awarded the 'Best Female Presenter Award' and the 'Best Teamwork Award' for the Hawaii Capstone Project. She received Certificates in Exemplary Performance for subjects like 'The Art of Negotiation', 'Corporate Finance' and 'Leadership'. Lynn also has a double major in Psychology and Literature from the University of Western Australia, an MBA from Southern Cross University, a Post-Graduate Diploma in Education from Nanyang Technological University and a Specialist Diploma in Instructional Design from Nanyang Technological University.

About Temasek Polytechnic

Established in April 1990, Temasek Polytechnic (TP) is a significant contributor to the field of para-professional education in Singapore. Situated in the east of the island, the campus sits on a 30-hectare plot of land fronting the scenic Bedok Reservoir.

TP currently offers 51 full-time diploma courses in the areas of applied sciences, business, design, engineering, humanities & social sciences, and informatics & IT to over 16,000 students. We also offer over 20 part-time courses, up to the Advanced Diploma level. Both local and overseas universities have accorded the TP Diploma advanced standing towards degree studies.

Our students undergo a learning system that is holistic, equipping them with life skills and relevant knowledge that can keep them in good stead as they join the workforce. Since 1997, TP has been a champion of the Problem-based Learning approach which promotes independent study, self-reflection and creative thinking - qualities that will give our graduates a distinct advantage over others in an ever-changing economic landscape.

For our commitment to world-class education, we have received the People Developer Standard, the Singapore Quality Class, ISO 9000 and ISO 14000 certifications, the Public Service Excellence Award and the Singapore Family Friendly Employer Award.

5.21.28 Description

The program aims to provide participants with the insight into the education system in Singapore and a better understanding of the role of ICT in education. Through the program participants will gain an appreciation of how education helps in achieving the macro-level goals of the government for the country.

5.21.29 Schedule

Nov. 25 – Afternoon

Time	Activity
3:30pm	Arrival and Campus Tour • Bus arrives at TP's Front Entrance (in front of Auditorium 1 & 2) & brief introduction of Temasek Polytechnic's campus
3.45pm	Presentation • Welcome Address • Introduction of delegates & IIT staff • TP Video • IIT Video • Talk on:

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	- Educational System in Singapore - Role of ICT in Singapore • Q&A
5.30pm	School of Informatics & IT (IIT) • Visit to Specialists Labs, Learning Enterprises and Facilities • Big Data & Analytics Hub • TP-IBM IT Service Management Centre • TP-IBM Security Operations Centre • TP Green Data Centre • Agile IT Solutions Centre • Q&A
6:00pm	Departure Group photo-taking Bus pick-up point: TP's Front Entrance

(8) Singapore Government's Leadership Learning from History (Nov. 26)

5.21.30 Profiles of faculty

Lecturer: Lam Chuan Leong

Practice Professor, Lee Kuan Yew School of Public Policy

Lam Chuan Leong is a Practice Prof at the Lee Kuan Yew School of Public Policy. His key areas of interest and expertise are in the application of general management theories and also of micro-economics, particularly in regard to regulation of monopolies, competition policy, pricing and market efficiency, privatization of government services, transport economics, and the structuring of public as well as private financing initiatives.

His current area of interest is in the application of complexity science, behavioural economics and cognitive science to leadership and management practices.

Previously, Chuan Leong has held the post of Permanent Secretary in the Ministry of Finance, Ministry of the Environment, the Ministry of National Development, the Ministry for Trade and Industry, and the Ministry of Communications and Information. Earlier he has served in the Ministry of Defense and the Prime Minister's Office.

Chuan Leong has also been the Chairman of the Competition Commission of Singapore and the Chairman of the Infocomm Development Authority.

5.21.31 Description

This session will start with an outline of the key innovative policies responsible for Singapore's success in nation building from 1965 to the present. The emphasis on the factors that help explain the success of these strategies.

The session will focus on the two most important success factors, that is, leadership and

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the quality of implementation including the public policy formulation and follow through of policies to successful conclusion.

The session will draw lessons from the style of leadership of Singapore's leaders and, in particular, that of its first Prime Minister Mr Lee Kuan Yew and the impact on Singapore's public policy and culture of excellence. Session will study the cases of how Singapore overcame its lack of economic size through globalization, how it manage its water resources, and how the Garden City Concept succeeded in making a Singapore a famously Clean and Green City.

5.21.32 Pre-Class Assignment

None

5.21.33 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
JAITS 20151126 Leadership and Strategy v2.0	PPT	+++	Yes	For group work
Corruption and trust by LKY	PDF	+++	Yes	For prior reading and class discussion
Governance LKY memoir	PDF	+++	Yes	For prior reading and class discussion
Michael Leifer	PDF	+++	Yes	For prior reading and class discussion
Preserving our Fundamentals	PDF	+++	Yes	For prior reading and class discussion
Singapore Global City	PDF	+++	Yes	For prior reading and class discussion
LKY the Man and his Ideas	PDF	+++	Yes	For prior reading and class discussion
A one-man Intelligence service	PDF	++	Yes	For prior reading and class discussion
Graft as grease	PDF	++	Yes	For prior reading and class discussion

5.21.34 Schedule

Nov. 26 – Morning

This session will include some lecture and interactive case discussion of the nature of leadership and its importance to the success of public policy. It is important to note that the leadership qualities must fit the specific time and context of its application. Although there are some general principles of good leadership, the case will illustrate why some characteristics of good leadership is highly specific to the context and needs. The case will therefore try to distil the lessons of both general and specific leadership qualities from examining the style of the leadership of the first Prime Minister Lee Kuan Yew of Singapore and his team of close associates and an analysis of how it has shaped Singapore's public policy processes with its emphasis on integrity, stability and search for excellence. We will also discuss what changes

are necessary to this leadership style to fit other situations and other places.

Please also read the following books for very useful insights into Mr Lee's thinking and views.

1. From Third World to the First: The Singapore Story 1965-2000. by Lee Kuan Yew.

ISBN-10: 0060197765. ISBN-13: 978-0060197766

2. Lee Kuan Yew: Hard Truths to Keep Singapore Going

by Han Fook Kwang, Zuraidah Ibrahim, Chua Mui Hoong, Lydia Lim, Ignatius Low, Rachel Lin, Robin Chan. ISBN 978-981-426-672-7

(9) Group work and Presentation (Nov. 26)

5.21.35 Schedule

Nov. 26 – Afternoon

14:30-16:00 Group Work

16:00-17:30 Presentation (15min/each group) and Comment by Prof. Toyama

(10) The Strategy of Singapore (Nov. 27)

Lecturer: Neo Boon Siong

Professor, Nanyang Business School, Nanyang Technological University

Prof Neo Boon Siong is Chairman of the Nanyang Execution Program and former Dean of the Nanyang Business School, Nanyang Technological University, Singapore. He has also taught at the Lee Kuan Yew School of Public Policy in the National University of Singapore, and is a Fellow of the Civil Service College and the Centre for Liveable Cities. He was the founder Director of the Information Management Research Centre (IMARC) in NTU and the Asia Competitiveness Institute in NUS. He currently serves as Director on the Boards of OUE Hospitality Trust Ltd., Keppel Telecommunications and Transportation Ltd., k1 Ventures Ltd, and J Lauritzen Singapore Pte Ltd.

Prof Neo is a Certified Public Accountant (Singapore) and holds a Bachelor of Accountancy (Honours) from the National University of Singapore, and MBA and PhD degrees from the University of Pittsburgh, USA. He received a Public Administration Medal (Silver) from the President of the Republic of Singapore in the 1999 National Day Honours Awards. He is the lead author of the best-selling book on Dynamic Governance: Embedding Culture, Capabilities and Change. Prof Neo over the past thirty-four years has had varied experience in accounting and finance, information systems, strategy, research, business advisory and consultancy, management education, and corporate governance. He is a leading expert in public sector governance, business strategy, process management and organizational change. He has advised many major corporations, facilitated strategy workshops, and led management development programs for government leaders and global enterprises. He has participated as a speaker and panelist in many international forums and workshops.

Prof Neo has conducted well-received executive programs, facilitated strategic planning workshops, and advised senior executives of many multinational companies and public organizations. He has also taught senior public sector officials of many countries,

including Africa, Brunei, Cambodia, China, Denmark, Dubai, Hong Kong, India, Indonesia, Japan, Kazakhstan, Korea, Laos, Latvia, Malaysia, Mauritius, Mongolia, Myanmar, Russia, Sri Lanka, Taiwan, Tatarstan, Thailand, UAE and Vietnam.

He has previously served on the Boards of Great Eastern Life Insurance, Great Eastern Holdings Ltd, Overseas Assurance Ltd, Keppel Offshore and Marine, Keppel Marine Ltd, GRP Ltd, Informatics Holding Ltd, National Computer Systems Pte Ltd, Keppel's K1 eBiz Pte Ltd, Public Accountants Board, Securities Industry Council, Income Tax Review Board, Goods and Services Tax Review Board, Institute of Certified Public Accountants of Singapore, the Nanyang Technological University Council, EDB's Enterprise Development Council, Productivity and Quality Council, Singapore Institute of Management, National Community Leadership Institute, Institute of Defence and Strategic Studies, and Singapore Higher Education Accreditation Council, Singapore College of Insurance, and Systems and Computer Organisation of the Ministry of Defence, IT Advisory Panel of the International Federation of Accountants, IT Policy Advisory Panel of the NCB, and the 1994/1996 National IT Awards Selection Committees. He has also served on many government committees reviewing policies and recommending changes relating to economic development, education, human capital, international trade and technology development.

5.21.36 Description

Singapore has been ranked among the most competitive nations in the world. What are the economic and strategic drivers that underlie Singapore's development in the last 45 years? We explore the nature of state entrepreneurship, how leaders and processes in public institutions worked together to enable and ensure the successful development and execution of a national strategy. Building upon its legacy as a free port and center for international trade and shipping, Singapore overcame its post colonial inhibitions to implement a strategy of attracting foreign investments and technology in order to provide jobs, markets and social growth for its largely migrant and uneducated population in the 1960s. In parallel, policies were enacted to attract talent into its public institutions to build a dynamic governance system that has been constantly thinking ahead to prepare for the future, thinking again to improve performance and thinking across to learn and innovate. Investments were made to build an urban infrastructure that provided a high quality of life through innovative solutions to its economic, social and environmental issues. Singapore has continued to adapt to an uncertain and unpredictable global environment in order to connect to the world through trade and investments, remained useful and relevant, and to overcome the constraints of a small population and geography.

5.21.37 Objective

- 1) To understand how context influenced national strategy and development in Singapore,
- 2) To articulate the strategies adopted by Singapore in its national development, and
- 3) To internalize how the national strategy was effectively executed to achieve the desired outcomes

5.21.38 Pre-Class Assignment

- (1) Read book on Dynamic Governance
- (2) Read Harvard Case Study on Remaking Singapore

5.21.39 Materials

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Dynamic Governance	PDF	++	No(Data only)	
Remaking Singapore HBS Case	PDF	+++	No(Data only)	
Singapore's Strategy for Development (JAITS)	PPT	+++	No(Data only)	

5.21.40 Schedule

Nov. 27 – Morning

Developing a National Strategy for Singapore

1. Context for Development;
2. Developing National Strategy;
3. Phases of National Development

Nov. 27 – Afternoon

Executing National Strategy

1. Case Discussion on Remaking Singapore;
2. Executing National Strategy for Results
3. Wrap up of Singapore Module

5.22. TF-502 Field study in Thailand (Nov. 30, Dec. 1, 2, 3 and 4)

5.22.1 Profiles of faculty

Main lecturer: Ryoko Toyama, Director & Lecturer
Professor, Graduate School of Strategic Management, Chuo University

Sufficiency Economy

Lecturer: Warat Winit
Lecturer, Marketing, Faculty of Business Administration, Chiang Mai University

Dr. Winit is a lecturer and a member of MBA Marketing Program committee. He is also a member of the Leadership Research Group, College of Management, Mahidol University, Thailand. His research interests are in areas of Corporate Sustainability, Marketing in Sufficiency Economy Philosophy, and global vs. local branding. Recently, he has got a grant from Thailand Research Fund (TRF) for the research project entitled “Examining Consequences of Stakeholders’ perceived benefit and happiness from Sustainable Sufficiency Economy SMEs”. Dr. Winit is teaching in areas of Marketing Public Relations and Electronics Marketing.

Guest speaker: Smith Taweelerdniti
Managing Director, Nithi Foods Co., Ltd. Chiang Mai, Thailand

Education:

The University of North Carolina at Chapel Hill, MBA, 2006
Sirindhorn International Institute of Technology, Thammasat University,
Industrial Engineering, 2001

Career:

Nithi Foods Co., Ltd.	Managing Director (01/2009-present)
Dell Inc.	Financial Analyst (08/2006-08/2008)
Accenture	Consultant (08/2001-06/2004)

Professional training:

Thai Overseas Investor Course, Board of Investment Thailand
Thai Exporter Course, Thailand Department of Export Promotions

Professional membership:

Deputy Secretary General, Federation of Thai Industries – Chiangmai
President of Young CEO, Federation of Thai Industries – Chiangmai
Member of Chiangmai Creative City Committee
Chiangmai Creative City Goodwill Ambassador
Member of Maejo University Board of University Affairs

Doi Tung Development Project

Guest speaker: Mom Luang Dispanadda Diskul (Duke)

Chief Development Officer, Mae Fah Luang Foundation under Royal Patronage

Education:

Master's Degree, Business Administration (Finance and Marketing), Sasin Graduate Institute of Business Administration of Chulalongkorn University, Bangkok, Thailand, 2005

Bachelor's Degree, Arts (Economics), Brandeis University, Massachusetts, USA, 1997

Employment Record:

2010- Present, **Chief Development Officer**

Doi Tung Development Project, Mae Fah Luang Foundation, Thailand

As Chief Development Officer, oversee the dissemination of the foundation's core principles both through development projects and through its "Living University" programs. This includes setting long-term strategies and management of the foundation's knowledge and human capital in order to optimize the outcome.

2007 – Present, **Director of Operations**

Centre for Social Entrepreneurship, Mae Fah Luang Foundation, Thailand

Manage the day-to-day operations and all strategic implementations within the Centre for Social Entrepreneurship of the Mae Fah Luang Foundation. This includes providing technical support, business and operational advice, logistics, and overall backstopping to the team "on project" as well as conducting monitoring and evaluation mission during (and at the end of) the project. Also take lead responsibility on donor compliance issues and line manages finance. Work closely with local leadership in the developing communities, the local government, and the central government to ensure the same vision is shared and to address any incidents that arise during the implementation of "the project".

Currently, the Centre for Social Entrepreneurship operates programs in Afghanistan, Indonesia and the Greater Mekong Sub-region (GMS) — particularly in Myanmar, Laos and Vietnam.

2006 – 2007, **General Manager**

Food Department, Doi Tung Development Project, Mae Fah Luang Foundation, Thailand

Managed the entire operations of the Food Department, which includes on-farm cultivation as well as pre- and post-harvesting of coffee and macadamia produce, agro-processing of Doi Tung-branded coffee and macadamia nut products, 18 retail coffee shops, retail/wholesale distribution and exportation of coffee and macadamia nut products, as well as bottom-line strategy and performance of Doi Tung food products. Also became familiar

with cultivation and value creation of other basic cash crops such as rice, corn, and soybeans.

2005 – 2006, **Corporate Marketing Manager,**

Doi Tung Development Project, Mae Fah Luang Foundation, Thailand

Managed marketing and branding strategies of all Doi Tung value added products such as handicrafts, food, horticulture, and tourism. Was responsible for market analysis, business and new product research, and planning and execution of marketing strategies, with total sales of approximately USD 17 million.

2002 – 2003, **Fund Manager**

CPB Equity Company Limited, Thailand

Conducted pre-investment profile, company due diligence, feasibility studies of potential new ventures, share valuation, risk assessment and portfolio diversification and managed the portfolio investment. CPB Equity Co., Ltd is a wholly owned subsidiary of the Crown Property Bureau which oversees and manages the property of the crown of the Kingdom of Thailand. Economic returns generated from all investments are used for furthering other royal-initiated projects, with the aim of improving the livelihood of the rural Thai citizens.

1998 – 2002, **Financial Analyst**

Merrill Lynch Phatra Securities Company Limited, Thailand

Team member responsible for constructing financial models, valuation, and providing financial advisory services to major companies in areas of debt restructuring, initial public offering/public offering, securitization, merger and acquisition as well as privatization of State Owned Enterprises. Company's list of clients includes Siam Steel Public Company Limited, Electric Generating Public Company Limited, purposes, the Indorama Group, Thai Airways International Public Company Limited and the Airport of Thailand Public Company Limited.

Selected Consultancies:

2008 – Present, **Executive Committee Board Member on Knowledge Management and Rural Development Royal Initiative Discovery (RID), Government of Thailand**

Responsible for policy framework, strategies and monitoring and evaluation for the development of 1,000,000 initiatives. RID is based on His Majesty the King's initiated projects which have had over 40 years of proven outcomes, tackling issues of poverty, environmental degradation, and other social illnesses such as illegal immigration, drugs issues and crime. RID was established in 2008 and will carry out its work until 2012.

2008 – Present, **Representative of Thailand**

Informal Drug Policy Dialogue

The events are held several times a year in different region to discuss and find a way forward on alternative development as well as other drugs related matters such as supply reduction, counter money laundering and promoting judicial cooperation, international cooperation on the eradication of illicit drug crops and on alternative development, drug demand reduction, control of precursor and or amphetamine type stimulants.

2008- Present, **Member of Strategic Working Group on Thailand's Foreign Policy in Southeast Asia**

Ministry of Foreign Affairs, Thailand

Responsible for providing policy inputs on development policies in the Southeast Asia region as well as specific country analysis on development approaches that are suitable to the target communities, given diverse ethnic and cultural background of the inhabitants of the region, particularly in Myanmar and Indonesia.

2007 – Present, **Independent Consultant**

Office of Narcotic Control Board, Ministry of Justice, Thailand

Responsible for providing advisory inputs on Thailand's alternative development policy framework as well as representing Thailand as an alternative development and rural development expert at the United Nation Office on Drugs and Crime's Commission on Narcotic Drugs Conference held yearly at the UN Office in Vienna.

2006 – Present, **Lecturer**

Royal Thai Army War College, Thailand

Give lectures on principles of rural development in Thailand and critical success factors of the Doi Tung Development Project, Chiang Rai province. Over 200 students, Colonels in the Royal Thai Army who are attending the War College program, attended the mandatory lecture each year.

5.22.2 Description

The Thai Module consists of two site visits: Sufficiency Economy and Doi Tung Development Project.

Sufficiency Economy

The course will introduce His Majesty King Bhumibol Adulyadej of Thailand's philosophy of Sufficiency Economy as an approach to sustainable development. Research into applications of the philosophy in business organizations will also be introduced. Finally, research into the outcomes of Sufficiency Economy Business Practices towards stakeholders will be presented.

A case organization called Nithi Foods Co., Ltd. will also be introduced, presented and discussed.

Doi Tung Development Project

"Doi Tung Development Project" is where departure from drug cultivation has been realized by supporting economic independence of tribes in the mountainous district of Thailand.

5.22.3 Objective

Sufficiency Economy

1. To understand the Sufficiency Economy philosophy
2. To understand the philosophy's business application
3. To be able to apply the philosophy in a business organization.

Doi Tung Development Project

The project is a good example of social innovation in which tribal communities in a mountainous district were able to secure sustainable livelihoods with the elimination of drug cultivation as a source of income and gaining of economic independence. Visiting the project and talking with those who are involved with the project, participants are expected to learn about the process of social innovation for the common good and practice of phronetic leadership which made such innovation possible.

5.22.4 Grading Criteria

Class Participation	50%
Key learnings report	50%

5.22.5 Pre-Class Assignment

Sufficiency Economy

1. Kantabutra, S. (2013). Sufficiency Economy Philosophy: A Thai Approach to Sustainable Enterprises. In G.C. Avery & B. Hughes (Eds.), *Fresh Thoughts in Sustainable Leadership*, Melbourne, Australia: Tilde University Press.
2. Kantabutra, S. (2014). Measuring Corporate Sustainability: A Thai Approach. *Measuring Business Excellence*, 18(2).

Doi Tung Development Project

1. Read two cases studies and one brochure of Doi Tung Project

5.22.6 Materials

Sufficiency Economy

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Kantabutra, S. (2013). Sufficiency Economy Philosophy: A Thai Approach to Sustainable Enterprises. In G.C. Avery & B. Hughes (Eds.), <i>Fresh Thoughts in Sustainable Leadership</i> , Melbourne, Australia: Tilde University Press.	PDF	+++	No(Data only)	

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Kantabutra, S. (2014). Measuring Corporate Sustainability: A Thai Approach. <i>Measuring Business Excellence</i> , 18(2).	PDF	++	No(Data only)	
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Doi Tung Development Project

(+++ : Must-read doc / ++ : Important doc / + : Supplemental doc)

Title	Media	Priority	Handouts	Notes
Case study Part A	PDF	+++	No (Data only)	
Navuti_SJM	PDF	+++	No (Data only)	
Brochure of The Mae Fah Luang Foundation	PDF	+++	No (Data only)	

5.22.7 Schedule

DAY 1 – Afternoon

Orientation

12:45-13:00

Sufficiency Economy

13:00-14:30

Lecture at the hotel

- Sufficiency Economy Philosophy
- Applications of the philosophy in business organization
- Outcomes of Sufficiency Economy Business Practices

14:30-17:30

Site visit (Nithi Foods)

DAY 2-5

Doi Tung Development Project

Schedule for Study Visit of JAISMS – GLIK 2015
The Mae Fah Luang Foundation
Chiang Rai, Thailand
December 1 - 4, 2015

Time	Schedule	Remarks
<u>Tuesday, December 1st, 2015</u>		
09.00	Meet JAISMS group at Mae Fah Luang Art and Cultural Park - The first flagship project of the Mae Fah Luang Foundation	
10.00	Leave for the Doi Tung Development Project	
	<i>Upstream and Midstream Development</i>	

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11.30	Arrive at the Doi Tung Development Project	
	Briefing on the past of Doi Tung and visit the Project's database centre - Since 1988, the centre has been keeping track of socioeconomic and environmental data to assess the project's accountability and development progress.	
12.30	Lunch at Krua Tamnak restaurant	
13.30	Leave for Navuti Company's coffee and macadamia plantation Site 1	
13.40	Visit Navuti Company's coffee and macadamia plantation Site 1, & value-added processing factory . Founded in 1989, Navuti is one of the first public-private partnership and Social Enterprise in Thailand.	
14.40	Leave for the Cottage Industry Centre and Outlet	
15.10	Visit Cottage Industry Centre and Outlet - This "mid-stream" phase of development combines local wisdom, particularly of local women, and modern know-how and adds exponential value to hand-made products, making them highly marketable locally and internationally. • Weaving Factory • Mulberry paper Factory • Coffee Roasting Facility • Ceramic Factory	
17.00	Leave for the Doi Tung Development Project	
17.30	Visit Mae Fah Luang Garden – Besides being a famous tourist destination, the Mae Fah Luang Garden creates jobs that train Doi Tung people more delicate skills in agriculture	
18.00	Dinner at Sala Leelawadee	
19.00	Reflection Workshop	
<u>Wednesday, December 2nd, 2015</u>		
	<i>Downstream Development</i>	
08.00	Breakfast at Sala Leelawadee	
09.00	Visit the Hall of Inspiration - The exhibition shows the characters, philosophies, and working principles of the Royal family, as well as their diligence to find ways to improve the lives and livelihoods of the Thai people in all corners of the Kingdom through simple but effective works. It also shows how the members of the family inspired each other, and how their examples can inspire so many others.	

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10.00	Briefing on Education development	
11.00	Visit Kha Yang Patthana School : the Model School – This model school combines the Montessori Method, use of technology, and an indigenous curriculum to fit local needs.	
12.00	Lunch at Krua Tamnak	
13.00	Leave for the Sub-district Administrative Organization Office	
13.10	Talking session with local authority and community leaders as well as the new generation of Doi Tung (Sub-district Administrative Organization: SAO)	
14.30	Leave for the Doi Tung Development Project	
15.00	Participate in local development activity with local community	
17.00	At Leisure	
18.00	Dinner at Sala Leelawadee	
19.00	Reflection Workshop	
<u>Thursday, December 3rd, 2015</u>		
<i>Extension Project</i>		
07.00	Breakfast at Sala Leelawadee	
08.00	Leave for Pang Mahan Reforestation site – This extension reforestation project from Doi Tung defines the “upstream phase” of development which emphasizes collaboration and trust building with communities and local authorities, instilling in them a sense of project ownership; effective use of natural resource and existing local wisdom to sustain their well-being; and the importance of coexistence between people and nature.	
09.30	Visit Pig Bank and Agricultural Weir at Pang Mahan Village.	
10.30	Leave for Pangmahan Reforestation Office	
11.00	Briefing on Mae Fah Luang Reforestation Model	
12.00	Lunch with local leaders and villagers	
13.00	Discussion with local leaders and representatives	

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14.30	Leave for the Doi Tung Development Project	
16.00	Briefing on the work of Mae Fah Luang Foundation in Sustainable Alternative Livelihood Development beyond Doi Tung	
17.30	At leisure	
18.30	Dinner at Sala Leelawadee	
19.30	Reflection Workshop	
<u>Friday, December 4th, 2015</u>		
07.30	Breakfast at Krua Tamnak restaurant	
08.30	Discussion on leadership and practical wisdom with M.L. Dispanadda Diskul , Deputy Chief Executive Director and Chief Development Officer, the Mae Fah Luang Foundation	
10.00	The wrap-up session by Prof. Ryoko Toyama	
12.00	Lunch at Krua Tammuk Restaurant	
13.00	Visit Doi Tung Royal Villa - The royal residence of HRH the late Princess Mother formerly served as the base of operations and was used to closed observe the development progress. It has since been transformed into a symbol of the Princess Mother's commitment to improving living conditions for the people	
14.00	Leave for Doi Chang Moob Military Base	
14.30	Visit Doi Change Moob Military Base	
15.00	Leave for Chiang Mai	

[Note]

- It is recommended to wear a pair of comfortable shoes. No skirts no high heels are preferred in Thailand Module.

6. Venues

6.1. Japan Module I

6.1.1 Hotel Winery Hill / Laforet Shuzenji

1) Location

[Hotel Winery Hill] *JM-501 Team Building will be held here.

Address: 1434 Shimoshiraiwa, Izu-shi, Shizuoka 410-2501, Japan
 Phone Number: +81-558-83-2310
 URL: <http://www.shidax.co.jp/winery/> (This official site is only in Japanese)
 Map: Please enter the following URL for Google map.
<http://tinyurl.com/k7bfjbb>

[Laforet Shuzenji] *Accommodation for JM-501 Team Building course.

Address: 1529 Odaira, Izu-shi, Shizuoka, 410-2415, Japan
 Phone Number: +81-558-72-3311
 URL: <http://www.laforet.co.jp/shuzenji/index.html> (This official site is only in Japanese)
 Map: Please enter the following URL for Google map.
<http://tinyurl.com/opxceyl>

6.1.2 Chuo University - Korakuen Campus -

1) Location

Address: 1-13-27 Kasuga, Bunkyo-ku, Tokyo 112-8551, Japan
 URL & Map: <http://global.chuo-u.ac.jp/english/siteinfo/visit/korakuen/>

2) Access

Chuo University Korakuen Campus is located about 5 minutes' walk from Korakuen Station of Tokyo Metro.

6.1.3 International Productivity Center (IPC)

1) Location

Address: Shonan Kokusai Mura, Hayama-cho, Miura-gun, Kanagawa 240-0115, Japan
 Phone Number: +81- 46-858-2900
 URL: <http://www.js-ipc.gr.jp/> (This official site is only in Japanese)
 Map: Please enter the following URL for Google map.
<http://tinyurl.com/m65p6y5>

2) Access

Shonan Kokusai Mura is about 25 minutes by bus from JR Zushi Station. Or you can take a bus from Yokohama City Air Terminal (YCAT) which is located close to JR Yokohama Station. In this case, it takes about 45 minutes from YCAT to Shonan Kokusai Mura Center Mae. The bus departs from bus stop #6.

- MAP of YCAT - <http://www.ycat.co.jp/en/accessmap.html>
- Time Schedule - <http://www.ycat.co.jp/bus/yokosuka.html> (This official site is only in Japanese.)

6.1.4 Kawasaki Research & Manufacturing Facilities

1) Location

Address: 4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan
Phone Number: +81-44-777-1111
URL & Map: <http://www.fujitsu.com/jp/group/fdl/en/about/>

2) Access

Kawasaki Research & Manufacturing Facilities is located in the front of Musashi-Nakahara Station on the JR Nanbu-line.

6.1.5 Minato Mirai Innovation & Future Center

1) Location

Address: Queen's Tower B, 2-3-3 Minato Mirai, Nishi-ku, Yokohama, Kanagawa 220-6109, Japan
Phone Number: +81-45-222-4309
URL & Map: <http://www.fujitsu.com/jp/group/fsas/about/facilities/future-center/>
(This official site is only in Japanese)

2) Access

Minato Mirai Innovation & Future Center is located about 5 minutes' walk from Minatomirai Station on the Minatomirai-line.

6.2. Hawaii Module

6.2.1 JAITS

1) Location

Address: 6660 Hawaii Kai Drive, Honolulu, Hawaii 96825-1192, U.S.A.
Phone Number: +1-808-395-2314
URL: <http://www.jaits.org/>
Map: Please enter the following URL for Google map.
<http://tinyurl.com/m5cxhug>

2) Access

Please refer to "Program Participation Guide".

6.3. Singapore Module

6.3.1 Fujitsu Asia Pte. Ltd. (FAPL)

1) Location

Address: Nexus @ One North, 1 Fusionopolis Link, Singapore 138542
Phone number: +65-6512-7555
Map: <http://tinyurl.com/kssmvne>

2) Access

FAPL is located about 20 minutes' walk from PARK AVENUE ROCHESTER where TPS users will stay.

6.4. Thailand Module

6.4.1 Holiday Inn Chiangmai

1) Location

Address: 318/1 Chiangmai-Lamphun Road, Wat Kate, Chiangmai, 50000, Thailand
Phone number: +66 5327 5300
URL & Map: <http://www.holidayinnchiangmai.com/map.htm>

2) Access

Holiday Inn Chiangmai is located on the banks of the River Mae Ping with easy access to the business and shopping districts of Chiangmai.

<For TPS users> You will take a chartered bus from the airport to the hotel.

6.4.2 Doi Tung Development Project (Chiang Rai)

1) Location

Address: Multipurpose Building, Doi Tung Villa, Amphoe Mae Fah Luang, Chiang Rai 57240, Thailand
URL: <http://www.doitung.org/>
Map: Please enter the following URL for Google map.
<http://tinyurl.com/n7cldn3>

2) Access

You will take chartered vans from Mae Fah Luang-Chiang Rai International Airport to the venue for lectures and accommodations.

6.5. Japan Module II

6.5.1 Chuo University - Korakuen Campus -

Please refer to Subsection 6.1.2, "Chuo University - Korakuen Campus –."

6.5.2. Minato Mirai Innovation & Future Center

Please refer to Subsection 6.1.4, “Minato Mirai Innovation & Future Center.”

6.5.3 Fujitsu Limited (Fujitsu Solution Square)

1) Location

Address: 17-25 Shin-kamata, Ohta-ku, Tokyo
Japan 144-8588

URL: <http://www.fujitsu.com/global/>

Map: Please enter the following URL for Google map.
<http://tinyurl.com/pvj5vqo>

2) Access

Leave via the West Exit, then 6 minutes walk along side the JR Keihin Tohoku Line in the direction of Yokohama and Kawasaki

7. ICT infrastructure environment

* ICT...Information and Communication Technology

7.1. Information sharing among participants, lecturers and FJF/JAITS staff

For smooth and better communication among participants, lecturers and FJF/JAITS staff, we will use the information sharing services called ProjectWEB (provided by Fujitsu Limited) on the Internet. The ProjectWEB provides the following services:

- 1) To communicate between the participants and the FJF/JAITS staff
 - For example, FJF/JAITS will post notice or event information for the participants.
 - A participant can also post information as s/he wishes to share with other participants and/or FJF/JAITS staff.
- 2) To manage document library

We manage the following information/documents in the library:

 - Course Materials (e.g. handouts, templates):
The participants can download materials uploaded by FJF/JAITS.
Note: Please see Section 8 to understand more about distribution of course materials.
 - Class assignments, class reports to be submitted by participants.

7.2. Requirements for Personal Computer (PC)

PC (laptop or notebook) is required to use the ProjectWEB services. Although no software installation is required, you need to change some settings on your web browser to use the ProjectWEB. We will explain how to use it during the orientation session at the beginning of Japan Module I.

*The recommendable web browser is Microsoft Internet Explorer.

Notes 1: You do not need to bring your PC to the following sites:

- Hotel Winery (Aug. 30 (Mon.) to Sep. 1 (Tue.))
- International Productivity Center (Sep. 28 (Mon.) and Sep. 29 (Tue.))
- Site visits during Japan Module I.
- Singapore and Thailand Modules.

Notes 2: We will make a limited number of PCs available for participants who do not have a PC.

Notes 3: We only have a connector of three-row 15-pin DE-15 as VGA connector for a projector. If the connector type does not match the type of your device, we strongly recommend that you bring an appropriate connector to Japan.

Notes 4: If you are in need of technical support for the ProjectWEB and the Internet connection at Chuo-university during Japan Module, we will help you at lunch time on every Tuesday and Thursday.

7.3. Security Policy

To maintain the secure system environment, please follow the security policy as below:

- 1) Install appropriate anti-virus software in your PC before joining the program and update the software and its virus definition every morning;
- 2) Check if there are any modification patches for your Operating System and application software every morning and install them; and
- 3) Scan your data file (run your anti-virus software) before you share it with other participants, FJF/JAITS staff, lecturers and/or other people involved in the program.

8. Materials

8.1. Pre-class assignment

8.1.1 Japan Module I, Singapore, Thailand and Japan Module II

- (Before program starts) You can download materials and/or templates for pre-class assignments at the following site:
http://www.jaits.jp/incoming_participants.html
- (After program starts) You can download materials and/or templates for pre-class assignments from the ProjectWEB (as described in the Section 7).
- Materials which approved to be handed out only, will be provided on the first day of Japan Module I.
- Please see syllabus of each course in the Section 5 “Course Syllabus” to understand details of the pre-class assignments.

8.1.2 Hawaii

- To be uploaded to the ProjectWEB before the start of Hawaii module.

8.2. Course materials for lecture

- Course materials will be distributed as per instruction of a lecturer as follows:

Course Material	Lecturers' instruction		Policy
	Uploaded on ProjectWEB	Handed out	
Material A	Yes	Yes	To be both uploaded and handed out before the course is started.
Material B	Yes	No(Data only)	To be uploaded before the course is started.
Material C	No	No	To be displayed on screen in the course
Material D	No	Yes	To be handed out after the course

9. Attire

Business casual is standard attire during the program excluding the following exceptions:

Aug. 31 and Sep. 1 (Japan Module I)

Casual clothes and a pair of comfortable shoes are required for outdoor athletic activities in JM-501 "Team Building"

Sep. 8 and 17 (Japan Module I)

Business attire is required for site visits

Sep. 8: Nihon Rikagaku Industry Co., Ltd.

Sep. 17: Sugamo Community Bank.

Hawaii Module,

Casual cloth is standard attire.

However, Hawaiian business (Aloha) attire is required for company visits in HF-501 "Hawaii Project"

Nov. 24-25 (Singapore Module),

Business attire is required for site visits

Nov. 24: A*Star

Nov. 25: Temasek Polytechnic (TP)

Dec. 1-4 (Thailand Module)

Casual and a pair of comfortable shoes are required for site visits

Dec. 9 (Japan Module II)

Business attire is required for the final presentation of MF-504 "Capstone Project"

Dec. 11 (Japan Module II)

Business attire is required for commencement.

Notes: This is subject to change. Please follow the instructions on a case-by-case basis.

Fujitsu-JAIMS Foundation

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