Program Summary

The University of Hawaii at Manoa, Shidler College of Business, completed its 25th Annual Asian Field Study themed “Experiencing the Diverse Asian Business Environment.” Nineteen EMBA, three evening MBA, and a senior undergraduate student were hosted by various businesses and agencies in Tokyo (Merrill Lynch, Dentsu, and Seiyu (Wal-mart)), Shanghai (American Chamber of Commerce, Nokia Siemens, EutroVision, Boeing Shanghai, and Suzhou Industrial Park), Delhi (U.S. Embassy in Delhi, Economics Section), Bengaluru (Infosys, Cisco, Clutch Group, and Volvo), and Hanoi (Goldsun and the Pacific Asian Consortium for International Business Education and Research). Cultural activities included experiencing the Tsukiji Fish Market Auction, a boat ride through the Ancient Water Village of Zhujiajiao, a journey to the Taj Mahal, and a cruise along picturesque Halong Bay.

A rigorous preparatory course was led by Dr. Jack Suyderhoud, culminating in individual country reports (Japan, China, India, and Vietnam); group industry reports, and individual company reports. This was supported by eight three-hour onsite pre-trip sessions with guest lectures by country experts (Amb. Raymond Burghardt, former U.S. Ambassador to Vietnam; Randall Schmitt, Attorney at Law and Indian Business Practitioner; Dr. Thomas Cargill, Finance Professor, University of Nevada, Reno; Miemie Wynn Byrd, Associate Professor of Economics, Asia-Pacific Center for Security Studies; and David Day, Attorney at Law and Vietnam Business Practitioner), Podcasts by David Day on “Doing Business in China” and “Doing Business in Vietnam”, numerous country specific readings, case studies, and three three-hour post-trip reflective sessions. By the end of the program, each student demonstrated her/his ability to recognize, analyze and develop creative solutions to each of the five diverse Asian business environments.

Program Objective

The objective of the program was to prepare students for a professional career in international business. The goals were for students to develop an awareness of the interconnected components of the global economy and acquire sensitivity and adaptability to each of the unique cultures and business practices.

This was accomplished by exposing students to diverse and relevant Asian business environments and utilizing academic theory and business models as a frameworks for real world experiences - site visits, case studies, and country level, industry level, and firm level assessments. Cross-functional integrated learning is the foundation. The Asian Field Studies has a different annual theme that rotates with different participating faculty throughout the functional areas of finance, marketing, management, accounting, and information technology.

Diversity was accomplished by mixing cities in different stages of economic development, industries, and firm types. Pre-trip learning was accomplished through a combination of onsite lectures, web-based video lectures, online discussions, cases and readings, with an emphasis on regional Asian internet websites and periodicals of the countries to be visited. The emphasis was placed on real-time source materials, interviews with experienced executives, and the application of personal observation.
The Goals: The goal in Tokyo is to introduce ourselves to a fully developed Asian economy. Japan is vital to Asia’s economic framework for two reasons: it is a source of investment capital and technology for the rest of Asia, and its development policies have served as a model for the rest of Asia. Our focus in Japan will be on service and retail industries.

Dentsu Inc – The largest media firm in Japan with over 20% market share and USD$15B revenue. Diversification outside Japan is critical, due to past stagnant domestic growth. Total solutions, multiple account teams and media buying are keys to success.

Merrill Lynch Japan Securities provides equity and debt trading, capital market services, investment banking, and advisory services to a broad spectrum of organizations, including corporations, financial institutions, and government organizations. Mitsubishi UFJ Merrill Lynch PB Securities Co., Ltd. is a wealth management joint venture in Japan that is equally owned by Merrill Lynch and the Mitsubishi UFJ Financial Group.

Seiyu (Walmart Japan) is one of Japan's top retailers and operates over 400 stores, including supermarkets and department stores. Merchandise includes food, apparel, and household goods, under international brands or SEIYU's own brands. Company flags include SEIYU, Sunny, and SSV. (supermarkets) and Livin (department stores).

Cultural Activities

Tsukiji Fish Market – Visited the world’s largest fish market, watched a tuna auction, ate at a sushi bar, all before dawn.

Sumida River Cruise – Rode a cruise boat through the heart of Tokyo, under a dozen unique bridges.

Ginza District – Visited Tokyo's most famous luxury shopping, dining and entertainment district, featuring numerous department stores, boutiques, art galleries, restaurants, night clubs and cafes.
The Goals: The goal in Shanghai is to experience rapidly growing firms in a rapidly developing economy that wants to transition to higher value-creation industries, and to experience China’s rapidly growing middle class.

Nokia Siemens Networks is one of the largest telecommunications solutions providers in the world with over 1400 enterprise customers in 150 countries, connecting over one billion people through its switches. China is one of its major manufacturing sites, complementing its Finland, Germany and India sites, employing 60,000 worldwide.

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The American Chamber of Commerce in Shanghai is the largest AmCham with over 3000 members and assists firms doing business in Shanghai. An industry panel was arranged on the topic of China’s strategic move from manufacturing to research and development, represented by executives from Unison, B&L Group, Nokia Siemens Networks, Eutrovision Systems, and United Technologies Research Center (Otis Elevators and Pratt & Whitney Aircraft Engines).

Boeing Shanghai was created as a result of China’s purchase of US$7.2 billion in 2005 of 60 new 787 Dreamliners, adding to its total of over 60% of all jet aircraft operating in China. Boeing Shanghai Aviation Services broke ground in 2006, operating as a joint venture between Shanghai Airport (Group) Company and Shanghai Airlines, which the three companies will manage as a maintenance, repair and overhaul facility at Pudong International Airport in Shanghai.

Eutrovision Systems is a leading application software company in surveillance video surveillance, intelligent traffic systems and property protection. Eutrovision has R&D centers in the Silicon Valley and Shanghai (Caohejing Hi-Tech Park).

China-Singapore Suzhou Industrial Park (CS-SIP) was created in 1994 when Chinese Vice Premier Li Lanqing and Singapore Senior Minister Lee Kuan Yew signed the Agreement on the Joint Development. CS-SIP has since grown into one of the most successful industrial parks, accounting for over US$6B in GDP with most of the Fortune 100 represented.

Cultural Activities

Zhujiajiao – Rode a gondola through an ancient water village.

Jade Buddah Temple – Toured the historic temple and sampled varieties of Chinese tea.

Silk Factory – Watched silk being created from the silk worm, to the loom, to the end product.
The Goals: India is the latest Asian economy to emerge as an export-led developing economy. It is an economy of contrasts: strongly influenced by bureaucratic constraints while hosting some of the world’s most thriving private enterprises. We will focus on manufacturing, technology, and IT services.

The American Embassy in New Delhi stands as an example of Indian-American collaboration in design and craftsmanisop, symbolic of the long friendship between India and the United States. The Secretary of the Economic Affairs Section discussed the business environment of India, past, present and future.

Infosys Technologies is a multinational information technology services company headquartered in Bengaluru, India. It is one of India’s largest IT companies with a market capitalization of over US$30B and 100,000 professionals generating annual revenues in excess of US$4B.

Cisco Systems is the world’s largest computer networking company, with more than 66,000 employees and annual revenue of US$40B. Cisco’s new US$50M one-million square foot campus in Bengaluru supports over 3000 professionals from Cisco's Research and Development (R&D), IT, Sales and Customer Support teams in India.

Clutch Group is a leading global provider of legal solutions with expertise in high-quality and cost-effective Discovery Solutions, Contract Management, Commercial Real Estate Services, Compliance and Legal Research Services. With a delivery model that integrates domestic and offshore legal support expertise, Clutch Group helps legal industry clients achieve better results at a significantly lower cost.

Volvo Group is a Swedish supplier of commercial vehicles such as trucks, buses and construction equipment, drive systems for marine and industrial applications, aerospace components and financial services. The Volvo Trucks India assembles trucks and buses for both domestic and overseas markets, helping Volvo remain the second largest producer of trucks.

Cultural Activities

Taj Mahal – Students toured one of the Seven Wonders of the World.

Delhi City Tour – The tour highlighted Delhi’s historic Mughal architecture.

Bollywood Movie – Although entirely in Hindi with no-subtitles, students enjoyed viewing the movie.

Mahatma Gandhi (MG) Road, Bengaluru – Students toured MG Road in auto-rickshaws.
The Goals: The goal in Hanoi is to experience an emerging economy and the transition of State Owned Enterprises (SOEs) to publicly-held and private firms. We will also look at the role of foreign investment in a developing economy.

Pacific Asian Consortium for International Business Education and Research (PACIBER): For the first time in both the their 25 year histories, the Asian Field Studies students joined over 40 PACIBER professors from ten countries during their annual meeting.

Regional Reports: PACIBER professors were arranged into regional panels (Oceania, Southeast Asia, East Asia, and the Americas), provided reports on their respective countries (Australia, New Zealand, Malaysia, Thailand, China, Canada, U.S., Columbia, and Ecuador), and discussed topics of their regions.

Keynote Address: Truong gia Binh, Ph.D., founder, Chairman, and CEO of FPT Corporation, Vietnam’s largest Information Technology firm, and Dean of the Hanoi School of Business (HSB), provided the keynote address on the topic of Vietnam’s educational system. Being considered the most influential person with regard to the Government’s policies on software development and is listed as Vietnam’s richest person, Dean Binh also addressed the issues on Vietnam’s business environment.

Financial Industry Panel: Vuong Quan-Hoang, Ph.D., Vietnam Invest; Tran Van Ha, CEO, Artex Securities Corporation; and Hoang Kim Chuong, VP, Vinapay Corporation, provided company presentations and discussed topics on the financial industry in Vietnam.

Doing Business in Vietnam: David Day FCIArb, Esq., discussed relevant topics on doing business in Vietnam, including negotiations, contracts, and the legal environment.

Research Paper Presentations: PACIBER professors presented their research papers on the theme “Internationalization of Business in Transitional Economies”.

- A. Stajkovic, Core Confidence and Coping with Organizational Change: Vietnam’s Transition Economy
- W. Zhan, Capability Exploitation and Upgrading in International Joint Ventures in China
- H. Pourjalali, Hospital Logistics Function in a Developing Country: Vietnamese Hospitals
- L. Wright, ASEAN SME Involvement in International Business and E-Business
- P. Ramburuth, China’s Engagement in Emerging Economies: The Case of Africa

Goldsun is a Hanoi-based company with two main business lines, carton packaging and kitchenware. Their carton packing line produces high-quality cardboard cartons and their kitchenware line manufactures and distributes metal kitchenware.

Cultural Activities

Halong Bay Boat Cruise – Students experienced the scenic rural and coastal areas of Vietnam.

Ho Chi Minh Mausoleum – A solemn procession viewed the embalmed great leader.
Emphasis was placed on the pre-trip preparation and post-trip reflection to enhance the students’ onsite learning experience. The pre-trip preparation consisted of eight three-hour class sessions and the post-trip reflection consisted of three three-hour class sessions. Five hours of Podcasts were made available to supplement the learning. The program is grounded in the importance of traditional face-to-face sessions. This is critical for interactive learning among the instructors and students.

WebCT, an online course management platform, was used to complement and support the traditional class sessions.

The onsite learning goal was to provide diversity in the types of firms (stage of development, industry, ownership, financial disclosure, regulatory environment, competitive environment, level of globalization, management style, target market segment and procurement/distribution system), and develop the ability to compare and contrast firms along the learning frameworks.

Each country and city had a specific learning goal. While being mindful for the safety of students, selection of the countries and cities supported the learning goal. Selection of industries supported the learning goal by providing diversity of industries, with a target of relevant industries to the students’ future careers such as finance and banking, technology, and marketing, complemented by industries of the region such as manufacturing and agriculture.

Learning Frameworks
The following learning frameworks were used to provide the foundation for the students’ experiential learning. Each framework provided a continuum to compare and contrast the different Asian business environments.

Since this course allows for a diversity of Shidler College faculty who supervise it, specific pedagogies have and will vary. For this year’s program the following theoretical frameworks and assignments were used:

- **Country-level analyses**: Using Harvard Business School’s country analysis framework, students worked to define country goals, contexts, players, strategies, achievements, and shortcomings.

- **Industry-level analyses**: Using Porter’s Diamond model for the competitive advantage of nations, students worked as individuals or small teams and selected a specific industry in a specific country to determine:
  - The Strategy, Structure and Rivalry of Firms
  - Demand Conditions
  - Related Supporting Industries
  - Factor Conditions
  - Role of Government
  - History and Chance

- **Company-level analyses**: Working as individuals, students selected a specific company or business-related organization to evaluate a specific issue that was in the student’s area of interest. Student selection included firms in the marketing, advertising, financial services, big box retailing, business advocacy, HR consulting, civilian aircraft, R&D, NGO, information technology, legal services, automobile, pharmaceutical, accounting, auditing, and telecom industries.
Projects: Students were required to complete the following projects throughout the course within the scope of the aforementioned frameworks.

Pre-trip Readings and Short Reports

- Read EIU Country Reports on Japan, Korea, China, India, and Vietnam.
- Read the assigned Harvard Business School cases and other readings provided. (See below.)
- Read the Harvard Business School Country Analysis Framework and Porter’s Competitive Advantage framework

Pre-Trip Assignments

- Receive lectures from the faculty and guest speakers on the analytical frameworks and country assessments, including historical, sociological, political, and economic material and complete the assignments.
- For extra credit, students could conduct an interview with a business or organizational executive who has had experience living in one of the subject countries, using one of the frameworks that is included in the class structure.
- Complete periodic in-class assignments determined by the faculty of the course.
- Draft of group country study using the Harvard country analysis structure.
- Progress report on group industry study.
- Progress report (with class presentation) on individual firm study (refer to final reports).

Onsite Assignments

- Visit five cities in Asia (Tokyo, Shanghai, Delhi, Bengaluru, and Hanoi) with the assignment of examining the business environment in each as a representative of their four countries.
- Keep an observation check list for each country using the Porter’s Diamond framework, with a final report due providing a comparison of what has been observed.

Final Reports

- Students were required to write an individual country report using the Harvard country analysis framework.
- Students were required to write an industry report employing the Porter Diamond framework.
- Students were required to write a comprehensive final individual report on one of the enterprises visited during the Asia Field Study, employing the student’s choice of functional focus and analytical frameworks discussed during the course. The report can involve trip observations, interviews, periodical material, and other sources.

EutroVision, Caohedai Industrial Park, PRC

Bengaluru, India

Calligraphy Artist, Shanghai, PRC
Pre-Trip Classes (May 27 – July 22)

- Session 2 – China country background, institution building and corruption. Guest speaker: Mr. David Day, Attorney-at-Law, and adjunct faculty of the Shidler College and Richardson School of Law.
- Session 3 – India country background and building India’s infrastructure. Guest speaker: Randall Schmitt, Attorney at Law.
- Session 4 – Japan country background, financial markets and institutions, and finance and banking reform. Guest speaker: Dr. Thomas Cargill, University of Nevada, Reno, and former Scholar-in-Residence at the Bank of Japan and Bank of Korea.
- Session 5 – Vietnam country background, trade issues, and new business model for economic development. Guest speaker: Dr. Miemie Wynn Byrd, Associate Professor of Economics, Asia-Pacific Center for Security Studies.
- Session 6 – Korea country background and industrial policies in Asia. Market segmentation in Asia.
- Session 7 – Student presentations of draft country analyses.
- Session 8 - Student presentations of draft industry analyses. Final travel briefing.

Onsite Trip (June 21 – July 9)

- Tokyo
  - Merrill Lynch
  - Dentsu
  - Seiyu (Wal-mart)
- Shanghai
  - AmCham
  - Nokia Siemens
  - EutroVision
  - Boeing Shanghai
  - Suzhou Industrial Park
- Delhi & Bengaluru
  - U.S. Embassy in Delhi, Economics Section
  - Infosys
  - Cisco
  - Clutch Group
  - Volvo
- Hanoi
  - Goldsun
  - Pacific Asian Consortium for International Business Education and Research (PACIBER)
    - Regional/Country Reports
    - Vietnam Industry Presentations
    - Keynote Presentation
    - Doing Business in Vietnam
    - Paper Presentations

Post-Trip Classes

- Session 9 – Reflection on site visits and travel experiences.
- Session 10 – Structured student feedback on country and industry analyses.
- Session 11 – Individual student presentations on companies.

Jade Garden Restaurant, Shanghai, PRC
1. Miscellaneous Files
   1.1. Syllabus
   1.2. Itinerary

2. May 27 - Course Overview -- Foundational Framework Theories
   2.1. Dyck, "Country Analysis: A Framework to Evaluate the NBE"
   2.2. Porter, "The Competitive Advantage of Nations"
   2.3. Moon & Rugman, "A Generalized Double Diamond Approach"
   2.4. Porter, "Clusters and the New Economics of Competition"
   2.5. EIU Data Set
   2.6. China + India
   2.7. Half-way rags to riches

3. May 31 (AM) - China Country Overview -- Institution Building and Corruption
   3.1. EIU China Country Report
   3.2. China and the WTO
   3.3. Google in China
   3.4. Corruption in SE Asia
   3.5. David Day Corruption Presentation
   3.6. ITunesU Videos on China and Vietnam (ITunesU)

4. May 31 (PM) - India Country Overview -- Investment and Infrastructure
   4.1. EIU India Country Report
   4.2. Infosys in India
   4.3. Randy Schmitt Materials
   4.4. BIOPURE (Randy Schmitt) Power Point

5. June 3 - Japan Country Overview -- Financial Markets and Banking
   5.1. EIU Japan Country Report
   5.2. Japan: The Miracle Years
   5.3. Walmart in Japan
   5.4. Cargill & Sakamoto, Japan Since 1980 Ch. 1

   6.1. EIU Vietnam Country Report
   6.2. Vietnam Catfish (A)
   6.3. Vietnam Catfish (B)
   6.4. Byrd Presentation
   6.5. Byrd, Combating Terrorism

7. June 14 (AM) - Korea Country Profile -- Market Segmentation
   7.1. EIU Korea Country Report
   7.2. Samsung and Daewoo: Two Tales of One City
   7.3. What a Chaebol to Do
   7.4. Korean Chaebols
   7.5. Market Segmentation

8. June 14 (PM) - Group-based Country Presentations (Draft Reports Due)

9. June 17 - Small-group Industry Presentations (Draft reports due)

10. June 21 (Sat) through July 9 (Wed) Onsite in Tokyo, Shanghai, New Delhi, Bengaluru, Hanoi
    10.1. Logistics
    10.2. Japan Papers
    10.3. China Papers
    10.4. India Papers
    10.5. Vietnam Papers

11. July 15 - Recap and Review

12. July 22 - Country and Industry Final Reports Due (Assessment)

13. July 26 - Individual Company Presentations and Summary
Student Evaluation

The goal of student evaluation was to support and be reflective of the program’s goals, which was to develop students’ awareness to the interconnected components of the global economy and be sensitive and adaptive to each of the unique cultures and business practices. This was accomplished through the writing of reports, papers, and orally through the presentation of reports and class participation.

- Various in-class assignments (10%)
- Group country report and presentations. (20%, consisting of 10% progress report pre-trip, 5% post-trip feedback to others, 5% final report)
- Group industry paper and presentation (20%; consisting of 5% progress report pre-trip, 5% post-trip feedback to others, and 10% post-trip)
- Final individual company paper and presentation (20% consisting of 5% progress report pre-trip, 15% post-trip)
- Class participation (questions, discussion, analysis) (10%)
- Site visit participation (questions, discussion, analysis) (20%)

Paper Expectations

The papers entailed external research with reference to sources within the paper. Findings were supported with research from external sources. The Final Report included either an analysis of collected survey data or financial analysis, which is used to support conclusions in the paper. The papers and Final Report showed the application of theory and concepts in practice and show the differences required to adapt to each country, city, culture, industry, company and function.
Program Evaluation

17 of 23 students completed the program survey. Below is a summary of the main outcomes (metrics).

- The objective of the program is to prepare students for a professional career in international business. (1=strongly agree, 5=strongly disagree) – Avg: 1.88
- The goal is for students to develop an awareness of the interconnected components of the global economy and be sensitive and able to adapt to each of the unique cultures and business practices. (1=strongly agree, 5=strongly disagree) – Avg: 1.47
- How has this program impacted your overall learning experience of international business in your Shidler College of Business Program. (1=strong positive impact, 5=strong negative impact) – Avg: 1.24
- How has this program impacted your career and personal plans related to international business. (1=strong positive impact, 5=strong negative impact) - Avg 2.00

Here is a summary of the main inputs, rated along a 5-level Likert scale where 1=Unacceptable, 3=Acceptable, 5=Excellent.

- Program Learning Experience = 4.76
- Total Cost = 3.65 (Note: Cost of the trip was $5,200, less $250 PAMI Scholarship)
- Length of Trip = 3.82
- Choice of Site Visits = 4.35
- Pre-trip Reading Materials = 4.18
- Pre-trip Assignments (Country/Industry/Firm) = 3.65
- Pre-trip Logistical Information = 4.29
- Size of Group = 3.88
- Appropriateness of Site Visit Subject Matter = 4.24
- Allocated Free Time = 3.65
- Travel Arrangements = 4.26

Below is a ranking of cities based on the overall learning experience, with 1 as the best and 5 as the least favorite. Other than Delhi, the cities were closely ranked. Although Delhi was ranked the lowest, many stated that this was a necessary city to experience the far spectrum of development and observing the scale of poverty.

- Shanghai = 2.18
- Hanoi = 2.21
- Bengaluru = 2.63
- Tokyo = 3.24
- Delhi = 4.18

Contact Hours

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<td>(8) 3-hour onsite pre-trip sessions</td>
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<tr>
<td>(14) Company site visits @ 2 hours/each</td>
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<tr>
<td>3-Day PACIBER Conference</td>
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<tr>
<td>(5) Cultural site visits @ 2 hours/each</td>
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<td>(3) 3-hour onsite post-trip sessions</td>
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<tr>
<td><strong>Indirect Contact Hour Total</strong></td>
<td><strong>84</strong></td>
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A critical open question to gauge the success of the program is as follows. "Comment on the usefulness and relevance of the AFS to your SCB learning experience and whether you would recommend this to future students." 16 of the 17 students replied positively. One student response was blank. Below are some of the comments.

"Used to its fullest potential it can launch you into an international career path, at a minimum it gets you out of the classroom to see the business concepts in real time, real people in different places."

"I would definitely recommend this trip to others who can and will be culturally aware and sensitive to others. This experience will be useful for future dealings in multi-national firms. Or it can give you a new perspective on where you work and how you deal with your co-workers. It is a great experience."

"It’s a once in a lifetime opportunity – the access granted to businesses and business leaders are things that would be very difficult, if not impossible, to replicate on your own."

"If you want to learn international business you can read a book. To experience it takes you to new levels of understanding that cannot be compared to anything you would find in a book."

"I would recommend this to every person who is in the EMBA program. It was one of the most amazing experiences of my life."
Japan Country Group
Daniela Awai, Merck, Pharmaceutical Representative
Garan Ito, Queen’s Medical Center, Pathology Assistant
Tobias Koehler, Oceanit Laboratories, Inc., Environmental Analyst
Christopher Letoto, Hawaii Medical Service Association, Senior Business Analyst
Darryll Wong, Hawaii Air National Guard, Major General Commander and Chief of Staff

Tsukiji Fish Market, Tokyo, Japan

China Country Group
Candace Flores, Kamehameha Schools, Senior Internal Auditor
Michael Jorgensen, Norbreeze Singapore, Regional Sales Manager (former)
James Miskella, DR Fortress, Finance & Human Resources
Michael Pietsch, Wahoo's Fish Taco Hawaii, Owner and Chief Executive Officer
Jessica Souke, Waikiki Aquarium, Volunteer Coordinator

India Country Group
Cecily Barnes, Hawaiian Electric Company, Inc., Manager, Support Specialist
Carlito Caliboso, Public Utilities Commission, Chairman
Michael Fors, Computer Sciences Corporation, Project Manager
Ramon Jose Hollander, Queen’s Medical Center, Respiratory Therapist
DreanaLee Kalili, State of Hawaii, Community Development Specialist
Christine Saint Georges Chaumet, Universal Enterprises Inc., Manager
Reid Watanabe, Hawaiian Electric Company, Inc., Program Manager

Taj Mahal, Agra, India

Vietnam Country Group
Robert Bice, Hawaiian Telecom, Senior Manager-Network Operations C
Jason Davis, Major, U.S. Army
Scott Maihofer, A-1 A-Lectrician, Electrician
Sandra Ribeiro, University of Hawaii, Graduate Assistant
Adina Wakayama, Deloitte Touche, Auditor
Cecily Wong, Manoa Shopping Center, Commercial Real Estate
**Program Instructors:** To support the program goal and remain relevant, dynamic, and representative of the diverse Asian business environment, the program plans call for continually enhancing the curriculum. For 22 years, Dr. K.K. Seo provided excellent leadership and built the foundation for the program. In 2006, Dr. Llewellyn Howell contributed his scholarly knowledge of Southeast Asian and academic and commercial expertise in Political Risk. In 2007 and 2008 (and possibly into the future), Dr. Jack Suyderhoud contributed his hands-on experience in Vietnam and Japan along with his background in finance, economics, and international business.

**Resident Faculty Director:** Dr. Jack P. Suyderhoud is Professor of Business Economics at the UHM, Faculty Director of the 2005-2007 Executive MBA program and served as chairperson of the curriculum committee. Dr. Suyderhoud was a Research Fellow for the Advisory Commission on Intergovernmental Relations in Washington, D.C. from 1974-1975. In 1983 he became the Executive Director for the Tax Review Commission for the State of Hawaii.

From 1988-1991 Dr. Suyderhoud served as the Chairman for the Department of Decision Sciences at the UHM. He became the Associate Dean for College of Business Administration at the UH in 1996 and was Acting Dean the Fall of 1999. He has published articles in several journals, including the Journal of Forensic Economics, Western Tax Review, Journal of the American Taxation Association, and Public Finance Quarterly. The UH has recognized Dr. Suyderhoud with a number of teaching awards, including the Kaizen Service Award in 1993 and 1995, the Presidential Citation for Meritorious Teaching in 1992, and the Graduate Business Student Association Professor of the Year Award in 1987 and 1996.

Dr. Suyderhoud is affiliated with the Academy of International Business, National Tax Association, American Economic Association, National Association of Forensic Economists, Western Economic Association, Hawaii Economic Association, Western Tax Association, American Statistical Association-Hawaii Chapter, Omicron Delta Epsilon, as an economics honorary, and Beta Gamma Sigma, as a business honorary. He received his B.S. in Economics and Mathematics, Jamestown College, 1971; M.S. in Economics, Purdue University, 1972; and Ph.D. in Economics, Purdue University, 1978.

**Program Coordinator:** Grant T. Kim is International Business Analyst at the University of Hawaii at Manoa, Shidler College of Business, Pacific Asian Management Institute.

From 1987 through 1996, Mr. Kim was financial industry consultant for NCR/AT&T, working with Bank of Hawaii and First Hawaiian Bank on strategic business and information technology initiatives. He attained the AT&T Consistent Achiever Award. From 1997 until the present, Mr. Kim is founding principal in a business and information technology consulting firm specializing in Asian banks. He led the customer relationship, profitability and campaign management projects for Hana Bank (Seoul); managed the customer segmentation, profitability and global risk exposure projects at United Overseas Bank (Singapore); consulted on profitability, activity based costing, and transfer pricing with Bank Sinopac (Taipei); and led the re-engineering and modernization of AmBank’s (Kuala Lumpur) marketing department.

As the project manager for the UH Pacific Asian Consortium for International Business Education and Research (PACIBER) and international business analyst for the Center for International Business Education and Research (CIBER) federal grant program, he led the Asia faculty field study in 2004 and Asia Field Study in 2006, 2007 and 2008. Mr. Kim graduated as the Outstanding MBA Student from the University of Hawaii at Manoa in 2004 and received his BBA from the University of Hawaii at Manoa in 1987.

**Special gratitude** goes to Dr. K.K. Seo, who for over two decades, devoted tremendous time and effort to establish a worldwide reputation for the University of Hawaii Asia Field Study Program.

Thanks go to all the site visit hosts, without whom, the field study would not be possible, and the students, who took the bold step forward to explore uncharted waters and withstood 90+ degree humidity in full business suits to pay respect to our site visit hosts and properly represent the university.

This program was sponsored with funding from the University of Hawaii, Shidler College of Business (Dean’s Office, Executive Education Center, Pacific Asian Management Institute, and the Center for International Business Education and Research.)

Dr. Jack Suyderhoud
Brenda Foster, President, AmCham Shanghai
Faculty Resources

It takes nineteen weeks of program coordinator resources and thirteen weeks of instructor resources throughout the year to run the traditional six-credit program. The estimate is twenty-two weeks of program coordinator resources and fifteen weeks of instructor resources to run two sections of the new three-credit program.

- Course Outline & Application Development (Sept)
- Study Abroad Application Development & Submission (Oct)
- Program Marketing, Website Development (Nov-Dec)
- Application & Scholarship Processing & Notification (Feb)
- Program & Online Course Development (Mar-Apr)
- Pre-Trip Classes (May-Jun)
- Onsite in Asia (Jul)
- Post-Trip Classes (Jul)
- Program Finalization (Aug-Sept)

Program Expenses

The program is generously funded from three Shilder College of Business sources; PAMI/CIBER, Summer Allocation Account (from the Dean’s Office), and Executive Education. Due to AFS joining PACIBER, a most of the Hanoi program fees were covered by PACIBER.

While actual expenses came under budget, a goal is to make the program self-sustaining. EMBA tuition revenues offset the program expenses. In EMBA years, if full EMBA tuition revenues are allocated to the AFS program, it is self-sustaining. With the introduction of the International Business Topics Course (BUS 475/675) course, which is a tuition generating course and a prerequisite to the International Business Field Experience Course (BUS 476/676), the program can recoup half of the program expenses. Supplementary funding is necessary in the non-EMBA years.

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<thead>
<tr>
<th>PAMI/CIBER Program Actual</th>
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<tbody>
<tr>
<td>Student Scholarships</td>
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<tr>
<td>Speaker Fees</td>
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<tr>
<td>Student Shortage - Deficit in Asian Field Study Account</td>
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<td>PAMI/CIBER Program Total</td>
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<tr>
<th>Executive Education Actual</th>
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<tr>
<td>Faculty Travel Costs (Faculty Director)</td>
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<td>Faculty Costs Pretrip Course</td>
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<td>Faculty Costs Onsite Course</td>
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<td>College of Business Program Total</td>
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<tr>
<th>PAMI Summer Allocation Account Actual</th>
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<tr>
<td>Faculty Travel Costs (Program Coordinator)</td>
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<tr>
<td>Gifts to Site Visit Hosts &amp; Misc Onsite Expense</td>
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<td>Summer Allocation Account Total</td>
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<table>
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<th>Student Expenses</th>
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<td>Student Actual Expenses</td>
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<tr>
<td>Airfare</td>
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<td>Hotel &amp; Ground</td>
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<td>Other (Cases, Visas, Insurance, UH/RCUH Fees)</td>
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<tr>
<td>Total</td>
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<td>Amount Collected</td>
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<td>Shortage</td>
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Future Recommendations
A goal of the program is to provide outreach to more students. Two newly created variable credit courses will allow the flexibility to offer more courses. The International Business Topics Course (BUS 475/675) will be the prerequisite to the variable credit International Business Field Experience Course (BUS 476/676).

The plan for 2009 is to offer up to two sections of 1.5 credit BUS 475/675 and 1.5 credit BUS 476/676 during the summer sessions. One section will focus on Southeast Asia and if demand warrants, another section will be created with focus on East Asia.

The plan for 2010 is to offer the traditional six credit Dynamics of Asian Business BUS 477/677 to the EMBA students during the summer, covering East Asia, Southeast Asia, and possibly South Asia. If demand warrants, one section of the BUS 475/675 and BUS 476/676 will be offered to the non-EMBA students.

Future plans beyond 2010 include expanding the courses year-round. The Business Field Experience BUS 476/676 course would be conducted during the winter break, spring break, and summer.

Greater involvement of Shidler College of Business faculty is required, preferably a tenure-track faculty for purposes of sustainability. Dr. Jack Suyderhoud was partially involved in the 2006 program, fully involved as the faculty director of the 2007 and 2008 programs, and stated his willingness to lead the 2009 program. Other ideas include collaborating with other UH departments and other business schools.

Asian Field Study Program – Proposal
The Study Abroad Center Director works with the Council on Study Abroad, its policy making body. Members of the Council are comprised of faculty who are appointed by the Manoa Faculty Senate Executive Committee to serve on the Council. The Council employs its considerable knowledge and experience to provide oversight, assessment of academic soundness, and evaluation of pedagogical achievements and ensures the Mission of the Study Abroad Center is achieved. Proposals for Summer 2009 are due in early October 2008. Approval must also be gained from the Departmental Curriculum Committee, Department Chair, the College Dean, and the Study Abroad Center.

Program Marketing
Three main channels have been utilized to market the program, the UH Shidler College of Business Office of Student Services, UH Shidler College of Business Pacific Asian Management Institute, and the UH Study Abroad Center, through student orientations, counseling, email, website, and brochures. The majority of the current applicants came from word or mouth referrals from past Asia Field Study participants. The demand and the targeted program size are currently in the twenties. The Shidler College of Business’ greater focus on international business may increase demand. If an international experience is added as a degree or major requirement, the demand will increase substantially and select sections will be contracted to business field study service providers.

Application Process and Scholarships
Students were accepted into the program based on the qualifications as stated in the application (refer to above prerequisites section.) The program application included a scholarship application.

In 2008, one UH Shidler College of Business Fish Scholar received a full scholarship covering the Asia Field Study program costs. The remaining 22 students received $200-$250 scholarships from the UH Center for International Business Education and Research.

In 2007, three UH Shidler College of Business Fish Scholars received full scholarships covering the Asia Field Study program costs. The remaining 12 students received $250 scholarships from the UH Center for International Business Education and Research.

In 2006, four UH Shidler College of Business Fish Scholars received full scholarships covering the Asia Field Study program costs. The remaining 18 students received $250 scholarships from the UH Center for International Business Education and Research.