

President's Message

Welcome to Transcultural Management Society!

TMS is an interdisciplinary organization whose purpose is to explore and establish the academic field of transcultural management. It is our firm belief that a close collaboration between the academic and business circle is essential in the effort to find answers to the crucial issue of how individuals and companies can effectively contribute to multicultural environments and to construct a theoretical framework of transcultural management.

It is therefore, important to distinguish culture-bound factors from economic and business factors and to pursue globally applicable practices or “best practices” while giving due heed to local cultural assets.

The primary arena is international business, but it can also apply to NPOs, educational institutions and others with multicultural backgrounds.

Culture does not simply mean national culture; there are regional, organizational, and individual cultures, too. “Transcultural” therefore, signifies diversity and can produce a synergistic effect. In this spirit, we encourage the active exchange of opinion among members transcending gender, age, nationalities and professional status.

Please join us and let us embark upon the uncharted journey to transcultural management!

**Emiko Magoshi
President of the Transcultural Management Society**

Transcultural Management Review <Vol.12>

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<Title>

Born Transculture: BOP Business and Transcultural Management

Meiji University, School of Business Administration, Professor
Yoshihiro OISHI

<Abstract>

This paper reports a case in which “Born Transculture”, a term used to describe a person or firm that is transcultural or multicultural from birth, is very appropriate for BOP Business, even though it may come with difficulties due to the opposing goals of firm profit and social contribution. Mr. Sagun Saxena is a good example. He was born in India, which is very trans/multicultural, graduated from UC Berkeley, worked for a US company for six years, started the first BOP business in India followed by various businesses in Brazil and Mozambique, established SmartCook Energy in Uganda in 2014, and has been operating a business in Kenya since 2015.

<Keywords>

Born Transculture, BOP Business, Sagun Saxena, SmartCook Energy, Institutional Void

<Title>

Chinese Hybrid Entrepreneurs' Acculturation and *Guanxi* Networking – A Panel Survey from Japan

Rolf D. SCHLUNZE

Professor for Cross-cultural Management,
College of Business Administration,
Ritsumeikan University

<Abstract>

This study investigates the influences on the success of Chinese entrepreneurs in Japan. It asks whether *guanxi* networking contributes to their business success. For this purpose, a panel survey was conducted with two entrepreneurs who were classified as hybrid managers characterized by localizing and embedding patterns. Both entrepreneurs showed high levels of cultural intelligence. Their preferences led them to depart from *guanxi* limited to ethnic Chinese and open up to local supporters. The findings of the network analyses showed that both entrepreneurs synergistically facilitate *guanxi* for their business success, despite differing preferences and network strategies.

<Key word>

panel survey, *guanxi*, preferences, acculturation, Chinese entrepreneurs

<Title>

Vietnam, Ho Chi Minh, Market Strategies for Small and Middle Sized Japanese Firms

Masami NEGISHI

Chuo University graduate school, General policy graduate course

General policy specialty, Doctoral course

<Abstract>

This paper proposes strategies for small and medium sized Japanese firms hoping to enter emerging markets based mainly on an institution-based view of firm theory and structural holes theory. A case study of several Japanese firms that started doing business in Ho Chi Minh, Vietnam is discussed. This paper shows how small and middle sized Japanese firms can increase their competitive advantage by forming a connective network among private firms. An analysis model for this issue is also developed and discussed.

<Keywords>

Emerging markets strategies, transaction cost theory, institution-based view, institutional voids, structural holes theory

<Title>

Significance of emergence of psychological capital in organizational behavior

Yoshie KUBOTA

Doctoral student, Graduate School of Business

Rikkyo University

<Abstract>

To the best of my knowledge, this is the first academic article in Japanese to introduce positive psychological capital (PsyCap) in the Japanese business management field. PsyCap is a new concept and refers to the psychological capacity that enables one to promote and maximize positive behavior toward future goals and to improve performance. This capacity comes from the influence of positive psychological movement and resource-based theory to pursue sources of sustainable competitive advantages for an organization. This article describes the nature of the concept and analyzes the characteristics of PsyCap after reviewing the existing literature.

<Keywords>

Psychological capital, PsyCap, intercultural management, organizational behavior, motivation

<Guest Speakers>

Masahiko SUDO

Attorney at Law, Former Justice, The Supreme Court, Supreme Court Of Japan

<Lecture Title>

“Inheritances and Conflicts of Transcultural Management and Corporate Governance:
Thoughts of A Lawyer”

<Guest Speakers>

Toshitaka MAKIGUCHI

Guest Researcher, Center for Minamata, Kumamoto Gakuen University, Former Press
Bureau Reporter, RKK Kumamoto Broadcasting Co., Ltd.

<Lecture Title>

“Forgiveness and Prayer: From an Encounter with Mr. Masami Ogata, Minamata Disease
Patient”

<Guest Speakers>

Yasuhiro UEKI

Professor, Faculty of Global Studies, Sophia University
Multicultural Society and International Terrorism

<Lecture Title>

“Multicultural Society and International Terrorism”

TMS Awards

TMS Awards for 2015 were given to the following members:

Best Paper Award

Jun ONISHI (Yokohama City University)

“The Influence of Human Resource Management Differences between Japanese and Locals on Workplace Conflicts at Japanese Overseas Manufacturers in Thailand and Vietnam”

(*Transcultural Management Review*, No.11, pp.21-37.)

TMS Fellow

TMS has the honor of nominating Takabumi HAYASHI as our first fellow.

Professor Hayashi served on the Board of TMS from 2002 to 2014 and is now Professor Emeritus of Rikkyo University and Visiting Professor at Kokushikan University.

What is Transcultural Management Society?

Transcultural Management Society (TMS) was founded in Tokyo in March 2003.

TMS is an interdisciplinary organization whose purpose is to explore and establish the academic field of cross-cultural management or transcultural management.*

TMS considers collaboration of the academic field and the business circle crucial in its endeavor. The membership reflects this spirit and TMS encourages active exchange of opinions among members of academic and business backgrounds.

TMS holds conferences and workshops regularly and publishes its journal annually. TMS promotes communication and interaction among members of diverse cultures: profession, gender, age, nationalities, ethnic group, language, religion and other attributes.

TMS covers the following fields : Cross-cultural management, international business, diversity management, multinational companies, global corporations, human resources management, strategic alliance, global marketing, personnel motivation, brand management, transplant of production overseas, implication of information technology, business ethics and others.

***Note : Cross-cultural management and intercultural management can be used interchangeably. TMS prefers to use a new word called “transcultural”: “trans” means both “across” and “beyond” and “transcultural” signifies the encompassing of diverse cultures.**

Activities

Inaugural Meeting

The inaugural meeting was held at Rikkyo (St.Paul's) University, Tokyo on March 11, 2003 to officially launch the Transcultural Management Society.

Workshop on March 11, 2003

(Saturday 15:00 - 17:00 at Rikkyo University, Tokyo)

- Speaker: Emiko MAGOSHI** Professor, College of Business and Public Administration, Obirin University.

“Repositioning Transcultural Management toward the New Horizon”

- Speaker: Toshikazu TAKAHASHI** Ph.D. Candidate Rikkyo University, Graduate School of Economics.

“Typology and Reconsideration of Cross-Cultural Management Studies: toward an Integrated Theoretical Framework”

Workshop on July 26, 2003

(Saturday 13:30 - 17:00 at Meiji University, Tokyo)

- Speaker: Hideko SAKURAI** Associate Professor, Faculty of Community Development, Sakushin-gakuin University.

“The Islamic Social System and Business Management”

- * **Commentator: Tadao SUMI** Executive Adviser, Shibaura Mechatronics Corporation.

- Speaker: Masayuki KAMIYA** Executive Director, Deputy General Manager, Corporate Planning, Asahi Glass Co., Ltd.

“AGC Group’s Globalization and Cross-fertilization”

- * **Commentator: Masami KAJIURA** Associate Professor, Faculty of Commerce, Aichi Gakuin University.

Workshop on November 8, 2003

(Saturday 13:00 - 17:00 at Rikkyo University, Tokyo)

- Speaker: Risaburo NEZU** Senior Executive Fellow, Fujitsu Research Institute.

“Why the Japanese IT Industry Lost Global Competition and How It Can Recover”

- * **Commentator: Yojiro II** Professor, School of Business Administration, Meiji University.
- **Speaker: Hiroo INOUE** Special Adviser, Kao Corporation.
“Kao’s Global Strategy: Present and Future”
- * **Commentator: Takao KOMINE** Professor, Hosei School of Policy Sciences.

Workshop on March 27, 2004

(Saturday 13:00 - 18:00 at Waseda University, Tokyo)

- **Speaker: Masataka OTA** Professor of International Business, School of Commerce, Waseda University
“Metanational Competition and Cross-Cultural Management”
- * **Commentator: Yoshiharu KUWANA** Professor, Faculty of Commerce and Economics, Chiba University of Commerce
- **Speaker: LI, Nian Gu** Company Executive, Japan-China Knowledge Center
- **Speaker: Tatsuya KODAIRA** Consultant, Pasona Tech
“War for Talent - Global competition starts with China –”
- * **Commentator: Kenichi HIRASAWA** Associate Director, Human Resources Development Center, Victor Company of Japan, Limited (JVC)

Workshop on July 3, 2004

(Saturday 13:00 - 17:00 at Waseda University, Tokyo)

- **Speaker: Iwao TAKA** Professor, The International School of Economics and Business Administration, Reitaku University
“Corporate Social Responsibility”
- * **Commentator: Toyokazu ONO** Director, Planning & Research Department, Japan Overseas Enterprises Association (JOEA)
- **Speaker: Toshifumi OKUI** President, Harley-Davidson Japan, K.K.
“Analysis of Harley-Davidson’s Success in Japan from the Viewpoint of Cross-cultural Management”
- * **Commentator: Hiroyuki OKAMOTO** Professor, College of International Relations, Nihon University

Workshop on November 13, 2004

(Saturday 13:00 - 17:00 at Waseda University, Tokyo)

- **Speaker: Rochelle KOPP** Managing Principal, Japan Intercultural Consulting
“Issues in U.S.-Japan Business Communication”
- * **Commentator: Kenji WATANUKI** Assistant Professor, Faculty of Economics,
Yokohama National University
- **Speaker: Kichiro HAYASHI** Professor, Graduate School of International
Management, Aoyama Gakuin University
*“Mental Models in Intercultural Management: with Reference to Japanese
Corporations”*
- * **Commentator: Takabumi HAYASHI** Professor, Graduate School of Business,
Rikkyo University

Workshop on March 19, 2005

(Saturday 13:00 - 17:00 at Waseda University, Tokyo)

- **Speaker: Toyoko KATO** Ph.D. Candidate, Hosei University
*“Human Resources Management of Female Researchers in Pharmaceutical
Companies: Factors which Prevent Continuous Working”*
- **Speaker: Masataka ASANO** Senior Executive Advisor, Mitsubishi
Chemical Corporation
*“The Merits and Demerits of Inviting a CTO (Chief Technology Officer) from
Overseas”*
- * **Commentator: Yoji TANIGUCHI** Professor, Graduate School of Economics and
Faculty of Economics, Chuo University
- **Speaker: Hiroaki NIIHARA** Director, Manufacturing Industries, Ministry of
Economy, Trade and Industry (METI)
*“Spontaneous Governance and Corporate Culture: How Excellent Companies are
Governed”*
- * **Commentator: Koji OHIRA** Professor, Faculty of Economics, Meiji Gakuin
University

Workshop on July 30, 2005

(Saturday 13:00 - 18:00 at Waseda University, Tokyo)

- **Speaker: Masato INOUE** Ph.D. Candidate, Meiji University

“Human Resources Management of Female Researchers in Pharmaceutical Companies: Factors which Prevent Continuous Working”

- **Speaker: Fumikatsu TOKIWA** Former Chairman, Kao Corporation
“In Pursuit of the Third Wisdom”
- * **Commentator: Hiroshi TANAKA** Professor, Faculty of Business
Administration, Hosei University
- **Speaker: Hotaka KATAHIRA** Chairman, Marunouchi Brand Forum
“How does a global power brand remain powerful across different cultures?”
- * **Commentator: Hirokazu TANAKA** Chief Consultant, Integrated Marketing
Communication Center, Dentsu Inc.

Workshop on November 26, 2005

(Saturday 13:00 - 17:00 at Waseda University, Tokyo)

- **Speaker: Toshikazu TAKAHASHI** Ph.D. Candidate, Rikkyo University
“Cross-Cultural Management: A Case Study on the Japanese Multinationals in France”
- **Speaker: Yoshikazu HANAWA** Honorary Chairman, Nissan Motor Co., Ltd.
“The Revival of Nissan and Transcultural Management”
- * **Commentator: Isuke KOHTOH** Professor, School of Business Administration,
Waseda University.
- **Speaker: Masaru SAKUMA** Professor of International Business and
Management Graduate School of Policy Study,
Chuo University
“A Comparative Study of Workplace Management -The key factor of transformational leadership-”
- * **Commentator: Tetsuo SEKIYA** Advisor to the board, NSK LTD

Workshop on March 11, 2006 (Saturday 13:00 - 17:30 at Rikkyo University, Tokyo)

- **Speaker: Hirohisa NAGAI** Professor of Organizational Behavior, Graduate
School of Business Sciences, University of
Tsukuba, Tokyo
“Global Leadership Competency - Development and Implications-”
- * **Commentator: Steve HOFFMAN** Manager, International Human Resources, Sony
Corporation

- **Speaker: Nicole WATANABE** Director, International Marketing and Sales -
Japan, Japan Intercultural Consulting
*“What Do Japanese Workers Want To Know About Intercultural Communication?
-An Analysis of Nikkei vs. Gaishi-kei Kigyo Employees-”*
- * **Speaker: Toyohiro MATSUDA** Manager, Global HR Team, HRD Center,
Mitsubishi Corporation
*“The Pursuit of a Global Human Resource Development System - A Japanese
Viewpoint”*
- * **Commentator: Hisato NAKAMURA** Professor, Faculty of Business Administration,
Toyo University

Workshop on July 22, 2006

(Saturday 13:00 - 17:45 at Meiji University, Tokyo)

- **Speaker: Kazuhiro ASAKAWA** Professor, Graduate School of Business
Administration, Keio University
“Metanational Management: Seven Dilemmas and their Solutions”
- * **Commentator: Hiroo TAKAHASHI** Professor of International Management,
Hakuoh University
- **Speaker: Atsushi FUNAKAWA** Managing Partner, Global Impact Inc.
“Transcultural Management 2006 - Developing Global Managers”
- * **Commentator: Takeshi FUJII** Professor, School of Business Administration,
Hakuoh University

Workshop on November 18, 2006

(Saturday 13:00 - 17:40 at Meiji University, Tokyo)

- **Speaker: Tetsuya USUI** Lecturer, College of Business
Management, Obirin University
*“Interfirm Relational Exchanges and Intercultural Communication Competence:
Resource-Based Perspectives”*
- **Speaker: Mitsuhide SHIRAKI** Faculty of Political Science & Economics, Waseda
University
*“A Comparative Analysis of International Human Resource Management: From the
Viewpoint of Multi-national Internal Labor Markets”*
- * **Commentator: Hiromasa SUZUKI** Professor, School of Commerce, Waseda

- University
- **Speaker: Akio KATSURAGI** President, Lehman Brothers, Japan
“Communication in a Multicultural Environment”
 - * **Commentator: Shigeki TEJIMA** Professor of Economics, Nishogakusha University, Dean of Graduate School of International Politics and Economics

Workshop on March 17, 2007

(Saturday 13:30 - 17:45 at Meiji University, Tokyo)

- **Speaker: Yu YASUMOTO** MBA program at the Graduate School of Commerce and Management, Hitotsubashi University
“Key Success Factors for the Globalization of Investment Banking”
- **Speaker: Mitsuyo HANADA** Professor, Faculty of Policy Management, Keio University
“In-House Support Paradigm for Career Development”
- * **Commentator: Noritake KOBAYASHI** Emeritus Professor, Keio University
- **Speaker: Kumiko SHIRAI** President & CEO, Nihon UNISYS Learning, Co. General Manager, HR Strategic Innovation & Training, Nihon UNISYS, Ltd.
“Transcultural Management in Case of IT Service Business Development”
- * **Commentator: Takeshi OYABU** Assistant Professor, Keio Business School, Keio University

Workshop on July 21, 2007

(Saturday 13:00 - 17:45 at Meiji University, Tokyo)

- **Speaker: Hirofumi OKUYAMA** Advisor, NEC Corporation
“Strategic Direction for Japanese IT Industry: How to Achieve Global Competitive Advantages”
- * **Commentator: Norio GOMI** Professor, Graduate School of Business Administration, Rikkyo University
- **Speaker: Kenichi YASUMURO** Professor, International Business, School of Business Management, University of Hyogo
“Synergetic Interaction between Area’s Culture and Organizational Culture - In

Connection with Richard Florida's Economic Geography-

- * **Commentator: Shiro TAKEDA** Emeritus Professor, Yokohama National University

Workshop on December 1, 2007

(Saturday 13:00 - 17:45 at Meiji University, Tokyo)

- Speaker: Hiroki KOMAZAKI** President, Florence NPO
“Challenge of the Florence NPO’s Day Care Service for Sick Children: Social Venture and Innovation”
- Speaker: Sadamori ARIMURA** Professor, Faculty of Economics, Yamaguchi University
“The Essence of Diversity Management”
- * **Commentator: Kimiko HORI** President, NPO GEWEL
- Speaker: Yoshinobu (Yoshi) NAKAMURA** GM Personnel and Administration Group Tokyo Branch Office, Matsushita Electric Industrial Co., Ltd.
“Diversity Management of Matsushita Electric Group”
- * **Commentator: Mami TANIGUCHI** Associate Professor of International Business Graduate School of Commerce, Waseda University

Workshop on March 22, 2008

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- Speaker: Yu Byoung-sub** Doctoral Student, J.F. Oberlin University
“Servant Leadership: Theories and Case Studies”
- Speaker: Takabumi HAYASHI** Professor, College of Business, Rikkyo University
“Knowledge Creation and Diversity Management- Centering on the cases of Kao Corp. and P&G”
- * **Commentator: Hiroo TAKAHASHI** Professor of International Management, Hakuoh University
- Speaker: Kazuo TOKUBO** Corporate Officer Responsible for R&D SHISEIDO Co.,Ltd
“Influence of Culture on Behavior in Cosmetics – “Skincare” in Japan, “Fragrance”

in France, “Cosmetic Surgery” in USA, “Classical Chinese Opera” in China”

* **Commentator: Yoshiharu KUWANA** Professor, J.F. Oberlin University

Workshop on July 26, 2008

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

Speaker: Yoshihiro OISHI Professor, School of Business Administration,
Meiji University

“A Proposition for Supercultural Management”

* **Commentator: Masahiko AGATA** External Advisor, General Electric
International Inc.

Speaker: Norio OTSUKI Ex-Representative of Teijin Group Europe and President
of Teijin Holdings Netherlands B.V.

*“The Netherlands as a Model - A Cosmopolitan Country with a Sophisticated
Economy and Open Society”*

* **Commentator: Motomichi IKAWA** Professor, Graduate School of Business,
Nihon University

Workshop on November 29, 2008

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

Speaker: Zhang Hu Doctoral Student, Chuo University

“Large Shareholders/owners and Foreign Investors in Korean Companies”

Commentator: Mutsumi SAKAI Professor of Finance, J. F. Oberlin University

Speaker: Shigekatsu YAMAUCHI President, International Communication
Institute

*“Japanese Culture Woven in the Language: An Insight into Japanese Mindsets as
Compared with English”*

* **Commentator: Yukiko ADACHI** Former Professor & Director of the Library
Tokyo Fuji University

Speaker: Jun ONISHI Professor & Deputy Director International Exchange
Center Hirosaki University

*“Cross-cultural Conflict and National Culture: A Case of Japanese Manufacturers in
Thailand”*

* **Commentator: Ken-ichi HIRASAWA** Professor, Department of Management and
Design Junior College of Aizu

- **Special Guest Speaker: Shinichiro WATARI** CEO, Corns and Company Ltd.
“Living and Doing Business in the Multicultural World”

Workshop on February 28, 2009

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Katsushi YAMAGUCHI** Doctoral Student Waseda University
“Creating the Value of Life and Happiness through Work for Employees”
- * **Commentator: Ryozo MURAKAMI** Professor, Graduate School of Beauty
Business Hollywood University of Beauty
and Fashion
- **Speaker: Shinichi KAHEGAWA** Professor, College of Business Management
J. F. Oberlin University
“Overseas Business of Kirin Group: its Cross-cultural Challenge”
- * **Commentator: Toshiko SUDA** Professor, Graduate School of International
Management Aoyama Gakuin University
- **Speaker: Masanori KOJIMA** President, Grace Mate Limited
*“Multicultural Experiences in Business: Did Japanese Management Work in the
Cross-cultural Settings?”*
- * **Commentator: Teiichi IGARASHI** Chairman, International Air Cargo Terminal Co.
Ltd.
- **Special Guest Speaker: Toyokazu ONO** Professor, School of Political Science and
Economics Tokai University
*“Youth Friendship Exchange Program between Japan and China: 1255 Years after
Jian Zhen's Visit to Japan”*

Workshop on July 25, 2009

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Nguyen Chi Nghia** Doctoral Student, Graduate School of
Economics and Management, Tohoku
University
*“Research on Business Solutions for Development – Paradigm Shift from
Conventional Business and Research Directions”*
- * **Commentator: Tetsuya USUI** Associate Professor, College of Law,
Nihon University

- **Speaker: Rolf Schlunze** Professor, Faculty of Business
Administration, Ritsumeikan University
“Hybrid Managers Creating Synergy in the International Workplace”
- * **Commentator: Hideko SAKURAI** Professor, Faculty of Policy Studies, Chuo
University
- **Speaker: Hideshi SAWAKI** Business Consultant
*“Japanese Management Styles (JMS) in the Globalizing Environment - an Empirical
Research on Japanese Organizations in Malaysia”*
- * **Commentator: Hideo UEKI** Professor of International Management,
Tokyo Keizai University
- **Special Guest Speaker: Noboru NOTOMI** Professor, Faculty of Letters, Keio
University
“Oeconomicus in Ancient Greece”

Workshop on November 28, 2009

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Chitose FURUKAWA** Doctoral Program Student, IMO (International
Management and Organization), Birmingham
Business School
“Case Study: Leadership Competencies and Effectiveness in Multinational Teams”
- * **Commentator: Takabumi HAYASHI** Professor, Graduate School of Business,
Rikkyo University
- **Speaker: Wang Junhong** Doctoral Student, Intercultural Education
Course, College of Education, Hokkaido
University
*“Impression of Chinese Students of Japanese Major on Japanese Companies:
Perspectives of Intercultural Communication Education”*
- * **Commentator: Takao YAMAMOTO** Associate Professor, Department of
Commerce, Economics and Management
Chiba University of Commerce
- **Speaker: Motomichi IKAWA** Professor, Graduate School of Business,
Nihon University
“Leadership Style in Multinational Organizations”
- * **Commentator: Yoshiharu KUWANA** Professor, Graduate School of Business

Administration, J. F. Oberlin University

- **Special Guest Speaker: Eiichi Eddie Maiwa** Nature Guide, Pacific Links
“Maui- Alaska Project: Discovering the Instinctive Sense of Native Culture”
- **Special Guest Speaker: Makio MUKAI** Director, Division of Diagnostic
Pathology, Keio University, School of
Medicine

“The Hidden Facts of USA”

Workshop on March 27, 2010

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Kanaporn Kumponkanjana** Doctoral Student, Graduate School of
Economics & Management, Tohoku
University

*“One Tambon One Product (OTOP) Movement in Thailand: How Women can be
Successful in Making the OTOP Movement: Case Study of Wat-Taptimdaeng Village”*
 - * **Commentator: Kasumi NOMURA** Senior Research Officer, The Japan Institute for
Labour Policy and Training
 - **Speaker: Adriana Stoica** Ph.D. Candidate, Graduate School of Commerce, Waseda
University

*“Comprehensive Review of Importance and Strategies for Inculcating Cultural
Competences for the Success of Business Personnel in a Foreign Business Context”*
 - * **Commentator: Yuka SAKURAI** Lecturer, School of Global Management, Faculty
of Economics, Meijigakuin University
 - **Speaker: Kenji OTA** Managing Director, Strategist Inc.

“How to Succeed in the Credit Management in Chinese Business”
 - * **Commentator: Mariko WATANABE** JSPS Research Fellow, Graduate School of
Business Administration, Keio University
- < Special Session >
- **Guest Speaker: Atsushi FURUKAWA** Managing Partner, Global Impact Inc.

“The Challenge for Japan – Making a Global People Company”

Workshop on July 24, 2010

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Mariko WATANABE** Doctoral Course, Graduate School of Business

Administration, Keio University

“How to Attract, Accumulate, and Utilize Local Human Resources in Japanese MNC's Subsidiaries? : In the New Context of Chinese Business Environment”

- * **Commentator: Takashi KUMON** Research Fellow, Department of Civil Engineering, The University of Tokyo
- **Speaker: Noriko MORI** Senior Manager, NTT Data Institute of Management Consulting, Inc.

“Local Employees Recognition of Teamwork, Information Sharing, Delegation and Cultural Value in Japanese Companies' Foreign Subsidiaries”

- * **Commentator: Atsushi YASHIRO** Professor of Human Resources Management Faculty of Business and Commerce, Keio University
 - **Speaker: Koji KIMURA** Senior Consultant, Mercer Japan Ltd
- “Organizational Cultural Management in M&A Cases”***
- * **Commentator: Ikushi YAMAGUCHI** Professor, School of Information and Communication, Meiji University

< Special Session >

- **Guest Speaker: Seiichi KITAYAMA** Professor Emeritus, Rikkyo University
- “Eating Habit in France –Constant and New Trends”***

Workshop on November 27, 2010

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Katsushi YAMAGUCHI** Ph.D. Candidate, Graduate School of Commerce, Waseda University
- “Improving Working Conditions at Suppliers' Factories Overseas: a Research in Asia”***
- * **Commentator: Satomi KATO** Associate Professor of Management, Asahi University, Graduate School of Business
 - **Speaker: Yu Byoung-Sub** Ph.D. Candidate, International Business Management J.F. Oberlin University, Graduate School
- “Human Resource Management of a Global Company: Comparing Motivation at Samsung Electronics and Google Korea”***
- * **Commentator: Masayoshi SHINOZAKI** President and Representative Director, Global HR Management Consultant,

- **Speaker: Kenichiro ARAKI** Ph. D. candidate, Kobe University, Graduate School of Business Administration

“Narrative Study of Cross-cultural Interactions in Japan”

- * **Commentator: Takeshi FUJISAWA** Professor of International Marketing, School of Business Administration, Kwansai University

< Special Session >

- **Guest Speaker: Christina Ahmadjian** Professor of International Business Strategy, Graduate School of International Corporate Strategy (ICS), Hitotsubashi University

“Global Leadership”

Workshop on July 23, 2011

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

Chair: Toyokazu ONO Professor, School of Political Science and Economics, Tokai University

- **Speaker: Kenji NAGASATO** Ph. D. Candidate, Graduate School of Innovation Management, Tokyo Institute of Technology

“Global Industry Activities for Chemical Substance Regulations-Comparison of Europe, the United States and Japan”

- * **Commentator: Hideo OSHIMA** Managing Director, Oshima Management Institute
- **Speaker: Satoshi OKUMURA** Director of SDLS Online English Communication Program

“A Report of Philippine Study Tour: An Effect of Fostering International Human Resources through Cross-cultural Study in Developing Countries in Asia.”

- * **Commentator: Norihito FURUYA** Visiting Professor of University of Missouri St.Louis./CEO, The Institute of Global Business

- **Speaker: Keikoh RYU** Visiting Research Fellow, Institute of Public Policy, Waseda University

“Social Construction of Japanese Corporations in the Harmonious Society of China”

- * **Commentator: Tetsuo SAITO** Professor, Rikkyo University, Graduate School of

Social Design Studies

< Special Session >

- **Guest Speaker: Toyoo GYOHTEN** President, Institute for International Monetary Affairs

“Globalization and Power Shift”

Workshop on November 19, 2011

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

Chair: Motomichi IKAWA Professor, Graduate School of Business, Nihon University

- **Speaker: Gao Jing** Graduate School of Economics, Tokai University
“A Study on Globalization of the Japanese Management System -A Case of Japanese Companies in China-”

* **Commentator: Toru TAKAI** Professor, Faculty of Commerce, Nihon University

- **Speaker: Yasuhiro FUKUSHIMA** Research Associate, Research Institute for Languages and Cultures of Asia and Africa, Tokyo University of Foreign Studies

“Islamic Finance and Malaysian Studies”

* **Commentator: Hideko SAKURAI** Professor, Faculty of Policy Studies, Chuo University

- **Speaker: Tomoyasu KIMURA** Professor, School of Contemporary International Studies, Nagoya University of Foreign Studies

“Global Human Resources Programs at Universities of Foreign Studies”

* **Commentator: Yoshinobu NAKAMURA** Advisor, Panasonic Excel International Co., Ltd.

- **Speaker: Tadashi HANAMI** Professor Emeritus, Sophia University
“International Standards in Transcultural Perspectives”

* **Commentator: Masataka OTA** Professor, School of Commerce, Waseda University

< Special Session >

- **Guest Speaker: Kiyoko FUJII** Special Advisor, Yokohama Women’s Association for Communication and Networking

“Realizing Gender Equal Society -Work Project by Yokohama Women’s Association”

for Communication and Networking-”

Workshop on March 17, 2012

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

Chair: Tetsuya USUI Associate Professor, College of Law, Nihon University

- Speaker: Junhong Wang** Graduate School of Education, Hokkaido University,
Ph.D. candidate

*“Considering the Cause of Unemployment of Chinese in the Japanese Companies
-from the Viewpoint of Intercultural Communication-”*

* **Commentator: Jiro USUGAMI** Professor, School of Business, Aoyama
Gakuin University

- Speaker: Mariko WATANABE** Graduate School of Business
Administration, Keio University

*“Mechanism to Overcome Difficulties of Knowledge Transfer in Global R&D: a
Viewpoint of Multilevel Context and Network”*

* **Commentator: Kunio TADOKORO** Professor, Tokyo Campus, MBA program, the
University of Wales

- Speaker: Toshio FUKUZUMI** Representative Director and President of Global
Management Laboratory Inc.

“The Excellent Global Company”

* **Commentator: Misa FUJIO** Associate Professor, Faculty of Business
Administration, Toyo University

- Guest Speaker: Tadatoshi AKIBA** Professor, Hiroshima University National Chair,
AFS Japan, Former Mayor, City of Hiroshima

“The Role of Cities and Citizens in Creating a Better 21st Century”

Workshop on July 21, 2012

(Saturday 13:30-18:00) at Meiji University , Tokyo

- Speaker: Weiwei Ji** Doctoral Student, Graduate School of Business
Administration, Ritsumeikan University

*“A Comparative Analysis on International Managers in China: a Trans-Cultural
Management Perspective”*

* **Commentator: Takuya HAYASHI** Associate Professor, College of Business
Management, J. F. Oberlin University

- Speaker: Yoshiteru OKAMOTO** Researcher, Utsunomiya University CMPS in

the Faculty of International Studies (Center for
Multicultural Sphere)

“The reasons why the Japanese companies have not been successful in their R&D transfer overseas: the empirical studies of the Japanese companies in Malaysia”

* **Commentator: Hideo UEKI** Professor, Faculty of Business Administration,
Tokyo Keizai University

□ **Speaker: Yoshio MATSUI** Manager, Innovation Office, Yokogawa Electric
Corporation

Kunio TADOKORO Professor, MBA program at HABS validated and
awarded by University of Wales

“Developing One Global Team”

* **Commentator: Norio GOMI** Visiting Lecturer, Graduate School of International
Business, Shukutoku University

< Special Session >

□ **Guest Speaker: Koji CHINO** Movie director

“Myanmar learned from a film-making”

Workshop on November 17, 2012

(Saturday 13:30-18:00) at Meiji University

□ **Speaker: Takuya HAYASHI** Associate Professor, College of Business
Management, J. F. Oberlin University

“Employee Turnover of Japanese Company in Thailand: The Case of Calbee Tanawat Co., Ltd.”

* **Commentator: Takao YAMAMOTO** Associate Professor, Faculty of Economics,
Kanagawa University

□ **Speaker: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin
University

“Global Business Strategy in Collaboration with Contents Business: A Case Study of South Korea and Japan”

* **Commentator: Masato INOUE** Assistant Professor, College of Commerce, Nihon
University

□ **Speaker: Tatsuya KODAIRA** President, Japan Active Solutions, Co. Ltd.

“The Integration of Heterogeneity and the Role of Line Manager in Organization Management”

* **Commentator: Atsushi YASHIRO** Professor, Department of Business and Commerce, Keio University

< Special Session >

□ **Guest Speaker: Hitomi OHMORI** AICI CIM, Representative Director and CEO, Ohmori Method Inc. Association of Image Consultants International Certified Image Master, AICI Past Vice President

“The ABC’s of Being a Successful Global Leader: Appearance, Behavior and Communication”

Workshop on March 16, 2013

(Saturday, 13:30-18:00 at Meiji University, Tokyo)

□ **Speaker: Kohei KAMBAYASHI** Visiting Researcher, Institute of Economics, Chuo University

“Global Alliance in Commercial Aerospace Industry: Featuring Brazilian & Indonesian Aerospace Industries”

* **Commentator: Tetsuya KOBAYASHI** Former Senior Managing Director, JAL Aero Consulting Incorporated

□ **Speaker: Reiko TAKENOUCI** Associate Professor, Faculty of Life and Environment Sciences, University of Yamanashi

“The Role of Short-term Expatriates in Managing Foreign Subsidiaries”

* **Commentator: Takao YAMAMOTO** Associate Professor, Faculty of Economics, Kanagawa University

□ **Speaker: Toshihiro MIZUNO** General Manager, Corporate Planning, Brooks Brothers Japan, Ltd.

“Development and Promotion of Culture Industry — Facilitating Cross-Cultural Communication through the Promotion of Tourism-”

* **Commentator: Ryutaro MIHARA** Visiting Researcher, Keio Research Institute at SFC

< Special Session >

□ **Guest Speaker: Keizo TANNAWA** Managing Director, Towers Watson

“Challenges of Globalization: Human Resources Perspectives”

Workshop on July 20, 2013

(Saturday 13:30-18:00 at Meiji University, Tokyo)

- Speaker: Koji HIZAKA** Associate Professor, College of Business
Management, J. F. Oberlin University

“The Status Report of the Education System and the Management Strategy of NPO in Thailand”

- * **Commentator: Motoko NAGAO** Professor, Faculty of Commerce, Takushoku
University

- Speaker: Toshihiro MIZUNO** General Manager, Corporate Planning, Brooks
Brothers Japan, Ltd.

“LCC of Today and Future in the Global World: LCC in JAL and ANA's Strategies”

- * **Commentator: Hiroji TANAKA** Professor Emeritus, Tokyo College of Transport
Studies

< Special Session >

- Guest Speaker: Hidetoshi FUJISAWA** Managing Director, News Commentators
Bureau, Japan Broadcasting Corporation

“Globalization from the Perspectives of News Media”

Workshop on November 23, 2013

(Saturday 13:30-18:00 at Meiji University, Tokyo)

- Speaker: Norio SAKURAI** Deputy Chief Executive, World Instant Noodles
Association Secretariat, Nissin Foods Holdings Co.,
Ltd.

*“How Should We Establish Effective Operation in Global Trade Organizations?-
Case Study of World Instant Noodles Association (WINA) –”*

- * **Commentator: Takeshi FUJISAWA** Professor, Graduate School of Business
Administration, Kwansei Gakuin University

- Speaker: Hideshi SAWAKI** Senior Manager, Corporate Management Division,
KITO Corporation

*“Turnaround Strategy at Multicultural Company: Case Study on a Printing Company
in Singapore”*

- * **Commentator: Masataka OTA** Professor, International Business, School of
Commerce, Waseda University

- Speaker: Jun ONISHI** Professor, Division of Economics and Business

Administration, International College of Arts and Science,
Yokohama City University

“Analysis on Influence of Human Resource Management of the Japanese Manufacturers in Asia to Workplace Conflict between Japanese and Local Employees”

- * **Commentator: Toshiko SUDA** Professor, Graduate School of International Management, Aoyama Gakuin University

< Special Session >

- **Guest Speaker: Kimie IWATA** President, Japan Institute for Women’s Empowerment/ Advisor, Shiseido Co., Ltd

“Diversity Management as Corporate Strategy: Women as a Catalyst for Corporate Growth”

Conference on March 8, 2014

(Saturday 13:30-18:00 at Meiji University, Tokyo)

MC : Takeshi FUJISAWA Professor, Graduate School of Business Administration. Kwansei Gakuin University

- **Speaker: Yoshikazu MIKAMI** Professor, Department of Media Presentation, Faculty of Studies on Contemporary Society, Mejiro University

“The Washington Post's digital business strategy until the purchase by Jeff Bezos—Why did the New York Times succeed and the Washington Post failed—”

- * **Commentator: Hiroki AKAGAWA** The Make-up Dept., Bureau of Advertising, The Yomiuri Shimbun

- **Speaker: Jun NAKAMURA** Visiting Professor, Kanazawa Institute of Technology, Graduate Program in Business Architecture, Research Center for Social and Industrial Management Systems

“Global management challenge in the age of market diversity - through proposed framework”

- * **Commentator: Yoji TANIGUCHI** Dean, Faculty of Economics, Chuo University

- **Speaker: Masayuki FURUSAWA** Professor, Faculty of Business Administration, Osaka University of Commerce

“A study on the utilization of the Nikkeijin for the business management of Japanese

corporations in Brazil: The potential of the Nikkeijin as boundary- spanners and HRM challenges”

- * **Commentator: Atsushi YASHIRO** Professor, Faculty of Business and Commerce, Keio University

Special Session

- **Guest Speaker: Satoshi TSUCHIDA** ISS (International Space Station) Flight sub-director, Japan Manned Space Systems Corporation (JAMSS)

“Stage of Operations: Outer Space, who works together with global partner on a global basis”

Conference on July 12, 2014

(Saturday 13:30-18:00 at Meiji University, Tokyo)

MC : Tomoyasu KIMURA Professor, Department of English and Contemporary Society, Nagoya University of Foreign Studies (NUFS)

- **Speaker: Akihito TODA** Researcher, Recruit Works Institute
“Management of local employees at the oversea corporates -- An example in India”

- * **Commentator: Yoshinobu NAKAMURA** Advisor, Panasonic Excel International Co., Ltd.

- **Speaker: Tsuyoshi KIDA** Associate Professor, Faculty of Humanities and Social Sciences, Global Education in Graduate Schools in Japan, University of Tsukuba

“Case of the Global Negotiation Program (GNP) at the University of Tsukuba”

- * **Commentator: Jun ONISHI** Professor, Division of Economics and Business Administration, International College of Arts and Science, Yokohama City University

- **Speaker: Hidemitsu SASAYA** Manager, ITO EN, Ltd.
“Transcultural Management by "Triple S", CSR / CSV / ESD”

- * **Commentator: Yoshiharu KUWANA** Professor, Graduate School of Business Administration, J. F. Oberlin University

Special Session

- **Guest Speaker: Masahiko SUDO** Attorney at Law, Former Justice, The Supreme Court, Supreme Court Of Japan

“Inheritances and Conflicts of Transcultural Management and Corporate Governance--Thoughts of A Lawyer”

Conference on November 8, 2014

(Saturday 13:30-18:00 at Meiji University, Tokyo)

MC : Hideko SAKURAI Professor, Faculty of Policy Studies, Chuo University

- Speaker: Cheng, An-chun Contract Researcher / Institute of Business Research, Hakuoh University

“Foreign Workers and Diversity in Japan”

- * Commentator: Satomi KATO Professor, Department of Business Administration, Aichi Institute of Technology

- Speaker: Hiroyoshi HIRATSUKA Faculty coordinator, Strategic Management and Intellectual Property Rights Program (SMIPRP), Graduate School of Business, Aoyama Gakuin University

“Managing Student Diversity in a Strategic Management Education Program at a Graduate School”

- * Commentator: Chitose FURUKAWA Assistant Professor, Faculty of Business Administration, Aichi University

- Speaker: Lee Yanghee Professor, Department of Humanities and Social Sciences, University of East Asia

“Inbound Tourism Promotion Strategy and Problems in Rural Areas”

- * Commentator: Yasuro UCHIDA Professor, Faculty of Economics, University of Toyama

Special Session

- Guest Speaker: Ichiro FUJISAKI President, The America-Japan Society, Former Japanese Ambassador to the United States

“Analyzing the International Situation”

Conference on March 7, 2015

(Saturday 13:30-18:00 at Rissho University, Tokyo)

MC: Motomichi IKAWA Professor, Graduate School of Business, Nihon University

- **Speaker: Kamalov Abdulaziz** Master's Course, Graduate School of Letters,
History and Area Studies, Slavic Studies,
Hokkaido University

“HRM of MNCs in Russia- Why Russian young people want to work in MNCs?”

- * **Commentator: Ken-ichi HIRASAWA** Professor, Junior College of Aizu
- **Speaker: Norio SAKURAI** Manager, Corporate Communication Div.,
Nissin Foods Holdings (Currently enrolled
in the DBA Program at Business School,
Aoyama Gakuin University)

*The Possibilities for Corporate Social Responsibility to Be Practiced in Collaboration
with Global Industry Associations”*

- * **Commentator: Hiroji TANAKA** Professor Emeritus, Tokyo College of
Transport Studies
- **Speaker: Hiroko KOIKE** Professor, Faculty of Liberal Arts,
Nihonbashigakkan University

“Gender Diversity on Corporate Boards and Stock Performance”

- * **Commentator: Satomi KATO** Professor, Department of Business
Administration, Aichi Institute of
Technology

Special Session

- **Guest Speaker: Nozomu HAYASHI** Author, Japanese literature scholar
“My first meeting and fight against British way of life”

Conference on July 18, 2015

(Saturday 13:30-18:00 at Rissho University, Tokyo)

- MC: Yoshinobu NAKANURA** Executive Advisor, Relo Panasonic Excel
International Co.,Ltd.
- **Speaker: Masami NEGISHI** Chuo University graduate school, General
policy graduate course, General policy
specialty, Doctoral course
- “Vietnam, Ho Chi Minh, Market Strategies for Small and Middle Sized Japanese
Firms”*
- * **Commentator: Yasuro UCHIDA** Professor, Faculty of Economics, University
of Toyama

- **Speaker: Junichi SAKATA** Associate professor, Department of Business Management, J. F. Oberlin University

“The Strategic Use of Information System and the Authority Level of Chief Information Officers”

- * **Commentator: Hideyuki TAKENOUCHI** Professor of International Business, Faculty of Economics, Sophia University
Special Session

- **Guest Speaker: Ken SHIBUSAWA** Commons Asset Management Founder and Chairman, Shibusawa Eiichi Memorial Foundation Managing Director

“Value Creation in the 21st Century Eiichi Shibusawa and Globalization”

Conference on November 14, 2015

(Saturday 13:30-18:00 at Rissho University, Tokyo)

MC: Junichi ICHIKAWA Associate Professor, Department of Economics, Orio Aishin Junior College

- **Speaker: Izumi INOUE** Chief Executive Officer, Japan Risk Solution Company Limited

“Individuals and Organizations in Corporate Scandals”

- * **Commentator: Hiroo TAKAHASHI** Professor Emeritus (Hakuoh University)
Guest Professor (Utsunomiya University)
Fellow Session

- **Speaker: Takabumi HAYASHI** Professor Emeritus (Rikkyo University)
Guest Professor (Kokushikan University)

“Reconsidering strategic management theories: Challenges for some issues of CSV by Porter(2011)”

Special Session

- **Guest Speaker: Takashi KAWAMURA** Chairman Emeritus, Hitachi, Ltd.

“Management Reform of Hitachi, Ltd.”

International Session

Friday, December 6, 2013, 18:30-20:30 Venue: Aoyama Gakuin University at Aoyama Campus Room 14404 (Building 14, 4F)

- **Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management

Society

- **Speaker: Philippe ORSINI** Associate Professor, Nihon University, Graduate School of Business

“Career Paths Across Borders and Organizations”

- * **Moderator: Norihito FURUYA** CEO, The Institute of Global Business, Visiting Professor, University of Missouri St. Louis

- **Speaker: Tsuyoshi KIMURA** Lecturer, Nagoya University of Commerce & Business DBA Candidate, Chuo Graduate School of Strategic Management

“Organizational Capability Developed through Global Alliance: Case study of Nissan Motor Co.”

- * **Moderator: Masahiko AGATA** Select Professor & Director, Active Learning Support Center, Akita International University, External Advisor, Japan GE Corporation

International Session

Friday, May 9th, 2014, 18:30-20:30 Venue: Aoyama Gakuin University at Aoyama Campus Room 14404 (Building 14, 4F)

- **Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management Society

- **Speaker: Leslie James** Engineer at Eureka Co.

“How to Increase Job Satisfaction and Commitment for The Japan Exchange and Teaching (JET) Programme”

- * **Moderator: Philippe ORSINI** Associate Professor, Nihon University, Graduate School of Business

- **Guest Speaker: Yoshitaka OKADA** Professor. Institute for International Strategy, Tokyo International University & Professor Emeritus. Sophia University

“Redevelopment of Disaster-stricken Tohoku: Furusato Embeddedness and Inclusive Business Models for Resource-deprived Business People”

International Session

Friday, December 5th, 2014, 18:30-20:30 Venue: Aoyama Gakuin University at Aoyama Campus Room 14404 (Building 14, 4F)

- **Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management

- Society
- **Speaker: Khadija Abdulrahman** Graduate Student at Aoyama Gakuin University
- “An Introduction on developing the Japan-United Arab Emirates relation beyond oil: The possibility of creating an FTA with Japan”*
- * **Moderator: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin University
- **Speaker: Toshio ONO** Sr.Customer Service Manager,GE Aviation
- “Introduction of GE's open innovation with key initiatives”*
- * **Moderator: Junichi SAKATA** Associate professor, Department of Business Management, J. F. Oberlin University

International Session

Friday, May 8, 2015, 18:35-20:30 Venue: Aoyama Gakuin University at Aoyama Campus Room 14404 (Building 14, 4F)

- **Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management Society
- **Speaker: Cheng Chi (Cindy) , Rolf Schlunze** Ph.D student, The Graduate School of Business Administration, Ritsumeikan University
Professor, The Graduate School in Business Administration, Ritsumeikan University
- “Towards a framework of assessing Chinese expatriate managers” and “Foreign managers' networking practices - a panel survey from Japan”*
- * **Moderator: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin University
- **Guest Speaker: Yasuhiro UEKI** Professor, Sophia University Faculty of Global Studies, A former U.N. spokesman
- “Multicultural Society and International Terrorism”*

International Session

Friday, December 4, 2015, 18:35-20:30 Venue: Aoyama Gakuin University at Aoyama

Campus Room 14404 (Building 14, 4F)

□ **Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management Society

□ **Speaker: Jun ONISHI** Professor, Graduate School of International Management, Yokohama City University

“Motivation, Satisfaction, and Stress of Employees at Japanese Manufacturers in Asia”

* **Moderator: Motomichi IKAWA** Visiting Professor, Toyo Gakuen University

□ **Guest Speaker: Thomas W. Whitson** Chairman of JMEC (Japan Market Expansion Competition), Former President of ACCJ (American Chamber of Commerce Japan)

“JMEC and a Changing Japan”

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