

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.13>

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< Title >

A Study of Tattoos and Employment Practices in the EU and the USA:
Insights These Practices Can Provide for Japanese Organizations

Jiro USUGAMI

Aoyama Gakuin University

< Abstract >

This study examines recruiter attitudes toward tattooed applicants, tattoo policy trends, and employee response to tattoo policy on the basis of EU and USA experiences.

In the EU and the USA, the number of tattooed people has been increasing, and many organizations have an official tattoo policy. Previous research in the hospitality industry has shown that tattooed job applicants might be negatively evaluated. Nevertheless, as the number of tattooed applicants and employees continues to rise, tattoo policies are tending to be relaxed. Case studies of tattoo-related conflicts between employees and organizations reveal the implication of religious, racial, and sexual discrimination in this area.

The EU and USA experiences may provide useful information for Japanese organizations as they develop policies related to tattoos and employment practices in the future.

< Keywords >

Visible tattoos, Tattoo policy, Hiring employees, Employment practices,
Dress codes

<Title>

A Leader Is the One Who Sets the Tone of Corporate Culture :
Rethinking the Difficulty of Democratic Discourse in Organizations

Yoko OKA

Fukuoka University, Lecturer

<Abstract>

Due the necessity of management in organizations, democratic discourse between management and workers is not easily attained. However, nowadays most corporations demand communication skills from new employees. After interviewing workers and scrutinizing third-party reports from various disgraced organizations using the grounded theory method, this paper concludes that conducting democratic discourse is almost impossible from the workers' side. Rather, the management should acknowledge the existence of corporate culture, which discourages open communication between management and workers, and then recognize that it is the management's responsibility to not only create an unrestricted work atmosphere but also acknowledge that a certain culture might discourage workers from communicating with managers. The management should realize that they are the ones who specify the work environment that eventually forms the corporate culture. Otherwise, the lack of democratic discourse can be one of the main causes for a company to fall apart.

<Keywords>

Corporate culture, Democratic discourse, Corporate scandals,
Leadership, Labor-management relations

<Title>

Factors Influencing ESG Disclosure for Japanese Corporations

Junichi HAYASHI

Aoyama Gakuin International Management Frontier Center

<Abstract>

The purpose of this paper is to identify the determinants of ESG disclosure for Japanese corporations, especially the influence of foreign stock ownership ratio and overseas sales ratio. The sample is based on a cross section of data from 1,137 Japanese corporations in 2015. A logistic regression model is used. The dependent variable is whether or not the firm discloses ESG information to institutional investors. The results show that there is a positive correlation between ESG disclosure and both foreign stock ownership ratio and overseas sales ratio. Firm size, profitability, and industry are also shown to affect the ESG disclosure.

<Keywords>

ESG, CSR, PRI, Disclosure, Institutional investors

<Guest Speaker>

Takashi KAWAMURA

Chairman Emeritus, Hitachi, Ltd.

<Lecture Title>

“Management Reform of Hitachi, Ltd.”

TMS Awards

TMS Awards for 2016 were given to the following member:

Best Presentation Award

Izumi INOUE (Japan Risk Solution Company Limited, Chief Executive Officer)

“An individual and an organization in corporate scandals”

(Conference on November 14, 2015)

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

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: Masaki 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.”

Conference on March 16, 2016

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

MC: Takao YAMAMOTO

Associate Professor, Faculty of Economics,
Kanagawa University

□ **Speaker: HAN Samtaek**

Doctoral Programs student, Aichi Institute of
Technology Graduate School of Business
Administration and Computer Science
Doctoral Programs

“Two Key Concepts of Japan Innovation”

* **Commentator: Jun NAKAMURA**

Professor, Graduate School of Innovation
Management, Kanazawa Institute of
Technology

□ **Speaker: Satoe KUREHARA**

Researcher, Centre for Research on 21st
Century Society Osaka University of
Economics and Law

*“Research the trend of globalization for Japan’s IT enterprises The global human
resource development of middle level’s IT engineers ”*

* **Commentator: Satomi KATO**

Professor, Faculty of Business
Administration, Aichi Institute of
Technology

□ **Speaker: Yi Zhu**

Graduate School of Humanities and Social
Sciences, University of Tsukuba

*“Employee motivation in a cross-cultural setting: Implications from anthropological
study on management”*

* **Commentator: Atsushi YASHIRO**

Professor, Faculty of Business and
Commerce, Keio University

□ **Speaker: Tadashi HANAMI**

Professor Emeritus, Sophia University

“Transcultural Reexamination of the ‘evaluation of history’ ”

* **Commentator: Hiroo TAKAHASHI**

Professor Emeritus, Hakuho University

□ **Guest Speaker : Kenzo NONAMI**

Professor, Chiba University and CEO,
Autonomous Control Systems Laboratory
Ltd.

“The evolution of drone technology and industrial revolution in the sky”

Conference on July 16, 2016

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

MC: Toyokazu ONO Professor, Department of Business Management, School of Business Studies, Tokai University

Speaker: Hiroyuki SAKANO Professor, Department of Business Management, School of Business Studies, Tokai University

“Why are Japanese Repatriates leaving their companies? Main reasons and expected measures to retain them”

* **Commentator: Hideshi SAWAKI** Professor, Faculty of Business Administration, Asia University

Speaker: Xu Yijing Assistant Professor, Tokai University

“The Impact of Nationality on Employment” Self-attribution”

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

Speaker: Etsuko TSUTSUMI Ph.D., Professor, Hokkai School of Commerce

“Reconsideration of Japanese-Style Personnel Management System-Mass recruitment of newly minted university graduates”

* **Commentator: Yoji TANIGUCHI** Professor, Faculty of Economics, Chuo University

Guest speaker : Tsuneo SASAKI President and CEO Sasaki Tsuneo Management Research, Inc

“Diversity and leadership as an area of strategic focus”

Conference on November 26, 2016

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

MC: Hideshi SAWAKI Professor, Faculty of Business Administration, Asia University

Speaker: Wang Junhong Professor, Faculty of Business Administration, Asia University

“An Analysis of the Causes of the Formation of Stress in Chinese Employees with Japanese Firms -from the perspective of the ways of Cross-cultural communication”

- * **Commentator: Yoshinobu NAKAMURA** Executive Advisor, Relo Panasonic Excel Internatinal Co., Ltd.
- **Speaker: Akio YAMAMOTO** Assistant Professor, Meiji University School of Business Administration

“Enhancing transcultural harmony through hybrid relationships”

- * **Commentator: Junichi ICHIKAWA** Associate Professor, Department of Economics, Orio Aishin Junior College
- **Speaker: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin University

“Tattoo and Employment”

- * **Commentator: Tamiko KASAHARA(Ph.D.)** Lecturer in International Business University of Shizuoka, School of Management and Information
- **Guest speaker : Hiromi TAGAWA** Chairman of the Board, JTB Corp.

“World tourism trends and the future of inbound tourism strategies in Japan”

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”

International Session

Friday, May 13, 2016, 18:35-20:30 Venue: Aoyama Gakuin University at Aoyama Campus Room 14509 (Building 14, 5F)

- **Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management Society
- **Speaker: Doaa Zaher** Doctoral Course Student, Graduate School, JF. Oberlin University
“Knowledge Management Strategy and Job Satisfaction in Multicultural Organization: How to make it work ?”
- * **Moderator: Akio YAMAMOTO** Assistant Professor, School of Business Administration, Meiji University. and Kajima Corporation, Building Construction Management Division,

- Senior Manager
- Guest Speaker: Nicholas Benes** Representative Director of the Board
 Director Training Institute of Japan

“What the Governance Reform Process Tells Us About Multicultural Management”

The 7th International Session

**Friday, December 16, 2016, 18:35-20:30 Venue: Aoyama Gakuin University at
 Aoyama Campus Room 14605 (Building 14, 6F)**

- Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management
 Society
- Speaker: Thomas Gregg** Researcher, obtained a Master's degree
 from The University of Tokyo

“Emerging trends of young multicultural employees”

- * **Moderator: Tetsuya USUI** Professor, Nihon University
- Speaker: Junichi IMAKITA** Managing Director, Japan Corporate Value
 Associates

“Global Trend of Innovation in the IoT Era”

Regional Session

The 2nd Session of the Kyushu Division

Saturday, March 14, 2015, 14:00-17:00

Venue: Tokai University, Kumamoto Campus, Room1302

- Opening Remarks: Toyokazu ONO** Professor, Department of Business
 Management, School of Business Studies,
 Tokai University
- Speaker: Ryozo MURAKAMI** Visiting Professor of Hollywood
 University of Beauty, Graduate school of
 Beauty Business

*“The Subject and View of the ‘Women Workforce’ in Japan: Why ‘Empowering
 Women Theory’ Now ?”*

- * **Commentator: Toyokazu ONO** Professor, Department of Business
 Management, School of Business Studies,
 Tokai University
- Speaker: Nobuya EMOTO** Special Duty Professor, Faculty of

Economics, Kyushu International
University (KIU), Cooperative Scholar,
Asian Growth Research (AGI)

“Change in the Structure of Trade among Japan, Korea and China –Case of Steel and Auto Parts Trade”

- * **Commentator: Junichi ICHIKAWA** Associate Professor, Orio Aishin Junior College

<Special Session>

- Guest Speaker:** Toshitaka MAKIGUCHI Guest Researcher, Center for Minamata, Kumamoto Gakuen University, Former Press Bureau Reporter, RKK Kumamoto Broadcasting Co., Ltd.

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

- Overall Review: Yoshitomo IZAWA** Professor, Kyushu Institute of Information Technology, Head, Academic Research Institute
- Closing Remarks: Emiko MAGOSHI** President of the Transcultural Management Society

The 3rd Session of the Kyushu Division

Saturday, March 12, 2016, 14:00-17:00

Venue: Tokai University, Kumamoto Campus, Siesta

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

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

- Speaker: Yoko OKA** Lecturer, Fukuoka University

“Redefining the Meaning of Cross Cultural Receptiveness in Management: New Communicational Approach within a Japanese Enterprise”

- Speaker: Etsuko TSUTSUMI** Ph.D., Professor, Hokkai School of Commerce

“The Management strategy of Japan's Dairy Industry in the Context of the Global Market”

- Speaker: Lee Yanghee** Professor, University of East Asia

“Traditional arts Performance Facility Management and Tourism Resources in Japan and Korea”

- **Overall Review: Yoshitomo IZAWA** Professor, Kyushu Institute of Information Technology, Head, Academic Research Institute
- **Speakers: Sougo SHIBATA,** Student, Department of Business
Yuya KURODA, Takurou KITASAKI, Management, School of Business Studies,
Souhei KUROSHIGE Tokai University
Hitoshi KINOUCHI Professor, Department of Business
Management, School of Business Studies,
Tokai University
- Hideyuki MATOBA** Associate Professor, Department of
Business Management, School of Business
Studies, Tokai University

“Challenge of NPO ‘Hanasakimori’: Sustainability of nature conservation using agriculture”

- **Speakers: Shinji SUGA,** Student, Department of Business
Jyukiya SANEKATA, Management, School of Business Studies,
Yuki MIYAKOSHI Tokai University
Hitoshi KINOUCHI Professor, Department of Business
Management, School of Business Studies,
Tokai University
- Hideyuki MATOBA** Associate Professor, Department of
Business Management, School of Business
Studies, Tokai University

“Effective use of fallow or neglected rice fields using plants of aquarium”

- **Speakers: Tetsuro HOZUMI,** Student, Department of Business
Yoshiki MATSUNOBE Management, School of Business Studies,
Tokai University
- Katsuya NAGANO** Professor, Department of Plant Science,
school of Agriculture, Tokai University
- Hideyuki MATOBA** Associate Professor, Department of
Business Management, School of Business
Studies, Tokai University

<Special Session>

- **Guest Speaker: Toshio KOBORI** 13th master of “Higo Koryu Kobori-ke(Kobori family)”, a school of tea ceremony belong to “Daimyo Hosokawa-ke(Hosokawa family)”, Head of school of tea ceremony “Higo Koryu Hakusuikai”

“History of tea ceremony in Kumamoto and our international exchange ”

- **Closing Remarks: Toyokazu ONO** Professor, Department of Business Management, School of Business Studies, Tokai University

The 2nd Session of the Chubu Division

Saturday, May 16, 2015, 14:00-18:00

Venue: Aichi-Gakuin University, Sakae Sattellite Campus

- **Greetings from the President:** President of the Transcultural Management Society
Emiko MAGOSHI
- **Opening Remarks:** Professor, Head of English Language Education, Nagoya University of Foreign Studies
Tomoyasu KIMURA
- **Speaker: Shigeru SOBATANI** Professor, Department of Global Business, Nagoya University of Foreign Studies

“My Encounter with Different Cultures Based on 10-year Business Experiences in the United States and Canada”

- * **Moderator: Tomoyasu KIMURA** Professor, Head of English Language Education, Nagoya University of Foreign Studies
- **Speaker: Masanori KOJIMA** Owner, KOJIMA IRYO CO., LTD.
“Comparing Cross-cultural Management in Bangladesh, Myanmar and Cambodia ”
- * **Moderator: Satomi KATO** Professor, Department of Business Administration, Aichi Institute of Technology

<Special Session>

Guest Speakers: Ikuo KAMEYAMA President, Nagoya University of Foreign Studies

“The Future of Culture, the Future of Liberal Arts ”

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

The 3rd Session of the Chubu Division

Saturday, June 18, 2016, 14:00-18:00

Venue: Nagoya University of Foreign Studies

- **Greetings from the President:** President of the Transcultural Management
Emiko MAGOSHI Society
- **Opening Remarks:** Professor, Head of English Language
Tomoyasu KIMURA Education, Nagoya University of Foreign
Studies
- **Speaker: Hiroshi KITAHARA** Professor of the Department of Business
Administration Kyoto Sangyo University

*“Thinking and behavior in cross-cultural management--Knowledge obtained from
experience in a US-based Japanese company ”*

- * **Moderator: Shigeru SOBATANI** Professor, Department of Global Business,
Nagoya University of Foreign Studies
- **Speaker: Satomi KATO** Professor, Department of Business
Administration, Aichi Institute of
Technology

“Values of Myanmar Employees on Work in Yangon”

- * **Moderator: Chitose FURUKAWA** Assistant Professor, Department of
Business Administration, Aichi University
- **< Special Session >** Professor of Nagoya University of Arts and
Guest Speakers: Kazufumi ORIKASA Sciences

“Impacts of the U.S. Business Model on Japanese Corporate Culture”

The 2nd Session of the Kansai Division

Saturday, June 28, 2015, 13:20-17:10

Venue: Kwansei Gakuin University, Nishinomiya-Uegahara Campus, Room 205

Chapel Room (Main Administration Building, 2F)

- **Opening Remarks:** Professor, School of Business
Takeshi FUJISAWA Administration, Kwansei Gakuin

- **Speaker: Yukiko FUJIWARA** University
Associate Professor, The Faculty of
Business Administration, Kobe Gakuin
University

*“The Factors Affecting Corporate Language Decision in Multinational Corporations:
Construction of an Analysis Framework”*

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

- **Speaker: Kenji KOGA** Overseas Security Management Adviser,
Japan Overseas Enterprises Association

*“The Action of Japanese Government and the Private Sector against the Terrorism
Threat by the Islamic State of Iraq and the Levant”*

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

<Special Session>

Guest Speakers: Toyoko SHIMAMURA

*“Significance of Cross-cultural Understanding for Effective Presentations in
English”*

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

The 3rd Session of the Kansai Division

Saturday, June 25, 2016, 14:00-17:00

Venue: Osaka University of Commerce, Network Lecture Room

Theme: Transcultural Management and English-language Ability

- **Opening Remarks:** Osaka University of Commerce
Masayuki FURUSAWA
- **Speaker: Tetsuya KAGATA,** Osaka Kyoiku University,
Takaaki MORIOKA Osaka University of Commerce
- “The Reform of English Education in Japan: Issues, Policies, Achievement, and
Prospects for the Future”*
- **Speaker: Hiroaki NISHIMURA** Yanmar Co., Ltd. (a former general

manager of Panasonic)

“A Retrospect of Transcultural Management and English-language Training at Panasonic: Its Transition, Achievement, and Prospects for the Future”

- <Panel Discussion and Q & A>** Osaka University of Commerce
- Coordinator: Kenichi YASUMURO**
- Commentator: Takeshi FUJISAWA,** Kwansei Gakuin University,
Akio YAMAMOTO Meiji University (Kajima Corporation)
- Closing Remarks: Emiko MAGOSHI** President of the Transcultural Management Society

The 1st Session of the Hokuriku Division

Saturday, August 29, 2015, 14:00-17:15

Venue: Hotel Grand Terrace Toyama, Room Saiun

- Inaugural meeting**
- Speaker: Hidemitsu SASAYA** Manager, ITO EN, LTD.
“Transcultural Management for Regional Revitalization and Globalization”
- Commentator:** Counsel, Relo Panasonic Excel
Yoshinobu NAKAMURA International Co., Ltd.
- Speaker: Toru HIRATA** Head, School of Economics, College of Human and Social Sciences, Kanazawa University

“The Synergy of Diverse Knowledge”

- Commentator: Tetsuya USUI** Associate Professor, College of Law, Nihon University
- <Special Session>** President, Wakabayashi Paper Sales Co., Ltd.
- Guest Speakers:**

Keisuke WAKABAYASHI

“How Different Is It to Be a Proprietor of a Small Local Company from an Employee of a Big General Trading Company”

The Board of Directors

President :

- Emiko MAGOSHI
Professor, Graduate School of Business Administration
Professor, College of Business Management, J.F. Oberlin University

Directors :

- Takeshi FUJISAWA
Professor, Graduate School of Business Administration
Professor, School of Business Administration, Kwansai Gakuin University
- Masayuki FURUSAWA
Professor, Faculty of Business Administration, Osaka University of Commerce
- Tomio HATANAKA
Senior Executive Director, Japan Overseas Enterprises Association
- Junichi ICHIKAWA
Associate Professor, Department of Economics, Orio Aishin Junior College
- Motomichi IKAWA
Visiting Professor, Toyo Gakuen University
- Satomi KATO
Professor, Faculty of Business Administration, Aichi Institute of Technology
- Tomoyasu KIMURA
Professor, Department of English and Contemporary Society, Nagoya University of Foreign Studies
- Yoshiharu KUWANA
Professor, Graduate School of Business Administration
Professor, College of Business Management, J.F. Oberlin University
- Yoshihiro OISHI
Professor, Department of Business Administration of Graduate School
Professor, School of Business Administration, Meiji University

- Toyokazu ONO
Professor, Department of Business Management, School of Business Studies,
Tokai University
- Masataka OTA
Professor, International Business, School of Commerce, Waseda University
- Hideko SAKURAI
Professor, Graduate School of Policy Studies
Professor, Faculty of Policy Studies, Chuo University
- Hideshi SAWAKI
Professor Extraordinary, Faculty of Business Administration, Asia University
- Toshikazu TAKAHASHI
Associate Professor, Faculty of Business Administration, Rissho University
- Yoji TANIGUCHI
Professor, Graduate School of Economics
Professor, Faculty of Economics, Chuo University
- Yasuro UCHIDA
Professor, Faculty of Economics, University of Toyama
- Jiro USUGAMI
Professor, School of Business, Aoyama Gakuin University
- Tetsuya USUI
Professor, College of Law, Nihon University
- Takao YAMAMOTO
Associate Professor, Faculty of Economics, Kanagawa University
- Kenichi YASUMURO
Professor, Faculty of Business Administration, Osaka University of Commerce

Auditors :

- Yoshinobu NAKAMURA
Executive Advisor, Relo Panasonic Excel International Co.,Ltd.
- Kunio TADOKORO
Professor, MBA Programme at HABS, validated and awarded by the University of Wales

Secretary General :

- Toshikazu TAKAHASHI
Associate Professor, Faculty of Business Administration, Rissho University

Secretaries :

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