

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.14>

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< Title >

Role of Global Marketing and Business Model in Dynamic Capabilities

Tetsuya USUI

College of Law, Nihon University

< Abstract >

Dynamic capabilities have gained much attention in both strategic management and international business studies. A dynamic-capabilities-based strategy requires the existing resource bases of a firm to be reconfigured to respond to market dynamics. Evolutional fitness can be the key performance indicator of excellence in dynamic capabilities. Because the dynamic-capabilities perspective has focused on the evolutional changes of a firm's resource bases in the market, it has not been fully discussed how a business could create and deliver customer value through specific marketing programs, such as those focused on product attributes, price designs, and distribution excellence for customers. Therefore, in this article, we will discuss the role of the global marketing function and of business models in implementing a dynamic-capabilities-based strategy in the global market. We explore how both contribute to the creation and delivery of customer value on the basis of resource bases and the linkages of a firm with its partners.

< Keywords >

Dynamic capabilities, Global marketing, Business model, Multinational corporations, Customer value

<Title>

Comparison of attribution analyses of failure between white collar workers in Japan and China

Yijing XU

Tokai University

<Abstract>

To keep staff motivated, the attribution analysis of failure is necessary. Due to a lack of prior study in this field, we use Weiner's attribution model as a reference and redesign the tendency assessment, make it suitable for analyzing employees. This assessment's appropriateness and credibility were tested with our survey, which was conducted in Japan and China.

<Keywords>

Motivation, Attribution theory, Failure, Locus of control, Stability

< Title >

Enhancing transcultural harmony through hybrid relationships in the global society

Akio YAMAMOTO

Meiji University

< Abstract >

This paper is an examination of how to create transcultural harmony in the global business environment by building hybrid relationships among stakeholders. There are various cases in which Japanese expatriates could not build a successful trusting relationship with local staff and hence failed to achieve satisfactory business results. One of the key reasons could be due to a lack of cultural competency rather than communication skills.

The author believes that such competency can be developed through cross-cultural experiences pre-adulthood and in specific career paths. The author analyzes the key factors that cultivate this competency for university students taking a class on transcultural management and proposes an effective roadmap for developing infrastructure from the perspective of global human resources.

< Keywords >

Hybrid relationships, Cultural competency, Global human resources, Bridge person, Diversity and inclusion

< Title >

Women on Boards and Firm Performance: Evidence from Panel Data Analysis

Hiroko KOIKE

Professor, Kaichi International University, Faculty of International Liberal Arts

< Abstract >

Although positive or neutral effects of female directors on firm performance were suggested in many cross-sectional studies, it remains unknown whether this was because female directors affected firm performance positively or because firms that perform well can afford to adopt female directors. To clarify this question, a panel analysis was conducted by using 7 years' worth of data on constituents of the Nikkei 225. The results indicate that female directors had a neutral impact on ROA but had a positive impact on Tobin's Q. This suggests that investors in the equity market evaluate firms with female directors positively, although female directors do not have real effects on financial performance, such as ROA.

< Keywords >

Female directors, Firm performance, Tobin's Q, ROA, Panel data

< Guest Speakers >

Haruo SHIMADA

Professor Emeritus of Keio University

< Lecture Title >

What Japan Can Do in This Turbulent World

< Guest Speakers >

Hiromi TAGAWA

Chairman of the Board, JTB Corp.

< Lecture Title >

World Tourism Trends and the Future of Inbound Tourism Strategies in Japan

TMS Awards

TMS Awards for 2017 were given to the following members:

Best Book Award

Hiroyasu FURUKAWA (Shukutoku University)

Grobal Brand Imege Strategy

(HAKUTO-SHOBO, 2016)

Best Paper Award

Masayuki FURUSAWA & Chris BREWSTER

(Kindai University, University of Reading, UK)

“IHRM and expatriation in Japanese MNCs: HRM practices and their impact on adjustment and job performance”

Asia Pacific Journal of Human Resources, Vol.54(4), 2016

Best Presentation

Junichi IMAKITA (Managing Director, Japan Corporate Value Associates)

“Global Trend of Innovation in the IoT Era”

(International Session on December 16, 2016)

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 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 Extraordinary, 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”

Conference on February 25, 2017

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

- MC: Motomichi IKAWA** Visiting Professor, Toyo Gakuen University
- **Speaker: Yoko KURAHASHI** Professor, Tokai Gakuen University
- “Global Human Resource Education: Japanese Students' Intercultural Competence”*
- * **Commentator: Hideshi SAWAKI** Professor Extraordinary, Faculty of Business Administration, Asia University
- **Speaker: Yasuhiko HARAGUCHI** Professor, Department of Management Studies Graduate School of Social Science, Hiroshima University

“Research on the effect of HRM of Japanese companies operating overseas -Empirical research through international comparison of Japan, Thailand and China-”

- * **Commentator: Jun ONISHI** Professor, Graduate School of International Management Yokohama City University

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

“An Analysis of the Influencing Factors on Tourism Expenditures in Asian 12 countries : their comparisons with EU main 8 countries”

- * **Commentator: Yoshiharu KUWANA** Professor, College of Business Management,
J.F. Oberlin University

- **Guest speaker : Haruo SHIMADA** Professor Emeritus of Keio University
“What Japan Can Do in This Turbulent World”

Conference on July 8, 2017

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

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

- **Speaker: Hideshi SAWAKI** Professor Extraordinary, Faculty of Business
Administration, Asia University

“An Exploratory Research on Japanese Entrepreneur in ASEAN: a Solution for less entrepreneurship and less global mind of Japanese Young People”

- * **Commentator: Toru TAKAI** Professor, College of Commerce,
Nihon University

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

“Solving High Turnover Rate under Japanese Management in Viet Nam -Applying Positive Deviance to Solve Cross-cultural Issues-”

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

- **Guest speaker : Kunio ITO** Professor, Graduate School of Commerce
and Management, Hitotsubashi University

“Corporate Governance Reform - Can Japan Change? ”

Conference on November 11, 2017

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

MC: Satomi KATO Professor, Faculty of Business Administration,
Aichi Institute of Technology

- **Speaker: Anderson Joel Daniel** J.F. Oberlin University graduate student

***“Understanding workplace experiences of LGBT+ individuals in Japan:
The research context and outline of present study”***

- * **Commentator: Yoshinobu NAKAMURA** Executive Advisor, Relo Panasonic
Excel International Co.,Ltd.
- **Speaker: Yuko INADA** Kwansei Gakuin University Graduate
Department of Advanced Management

***“Effects of Entrepreneurship Education through Collaborative Learning
between International Students and Japanese Students”***

- * **Commentator: Kenichi HIRASAWA** Professor, Junior College of Aizu
- **Speaker: Nakano Scott T.** Manager, TFM Sales
Dept., Manager, YKK Fastening
Products Sales Inc.

“A case study for cross-cultural management : A practice in YKK”

- * **Commentator: Tamiko KASAHARA(Ph.D.)** Lecturer in International Business University of
Shizuoka, School of Management and Information
- **Guest speaker : Tetsuro HORI** Tokyo Electron Limited,
Representative Director, CFO

“Learning from the US-Japan Corporate Alliance That Did Not Materialize”

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”

The 8th International Session

Friday, May 15, 2017, 18:35-20:30 Venue: Aoyama Gakuin University at Aoyama

Campus Room 14404 (Building 14, 4F)

MC: Jiro USUGAMI Professor, School of Business, Aoyama Gakuin University

Opening Remarks: Emiko MAGOSHI President of the Transcultural Management Society

Speaker: Hirotami OHARA RPh, MBA, PharmD, PMP, Project Lead, Patient portal and Patient Insights, Real World Informatics and Analytics Astellas US LLC

“How Pharmaceutical Company Accelerate Patient-Centered R&D: Capturing patients' Insights and behavioral differences between Japan and USA”

* **Moderator: Akio YAMAMOTO** Assistant Professor, Meiji University School of Business Administration

Guest Speaker: James E. Moynihan Director, Intellectual Property Department, Louis Vuitton Japan Co

“IPR and Brand Management Strategies”

- Technology, Head, Academic Research Institute
- **Speakers: Sougo SHIBATA,**
Yuya KURODA, Takurou KITASAKI,
Souhei KUROSHIGE
Hitoshi KINOUCHI
- Student, Department of Business Management, School of Business Studies, Tokai University
- 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,**
Jyukiya SANEKATA,
Yuki MIYAKOSHI
Hitoshi KINOUCHI
- Student, Department of Business Management, School of Business Studies, Tokai University
- 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,**
Yoshiki MATSUNOBE
- Student, Department of Business 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 4th Session of the Kyushu Division

Saturday, March 11, 2017, 13:30-17:00

Venue: Tokai University, Kumamoto Campus, Siesta

- **MC: Kisei Jyo** Assistant Professor, Department of Business
Management, School of Business Studies,
Tokai University
- **Opening Remarks: Emiko MAGOSHI** President of the Transcultural Management
Society
- **Speaker: Hitoshi KINOCHI** Professor, Department of Business
Management, School of Business Studies,
Tokai University

“Kumamoto Earthquake and Agricultural Management”

- **Speaker: Junichi ICHIKAWA** Associate Professor, Department of
Economics, Orio Aishin Junior College

***“A Survey of International Students' Consciousness in Southwest Asia:
Differences in Consciousness with Japan”***

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

“Dogmatism Can Save a Lost Lamb: Bolivia Report”

- **Overall Review: Yoshitomo IZAWA** Professor, Kyushu Institute of Information
Technology, Head, Academic Research
Institute

<Special Session>

- **Guest Speaker: Kayoko HOSOKAWA** Honorary President, Public Interest

Foundation Corporation Special Olympics

“Special Olympics Started from Zero”

<Pre Session>

- Speaker: Natsuki MINETA** Student, Department of Business Management, School of Business Studies, Tokai University

“On the Shochu Culture from Kyushu and the Type Culture of Each Country Viewed in the Liquor Market”

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 Society
Emiko MAGOSHI
- Opening Remarks:** Professor, Head of English Language Education, Nagoya University of Foreign Studies
Tomoyasu KIMURA
- 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 Sciences
Guest Speaker: Kazufumi ORIKASA

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

The 4th Session of the Chubu Division

Saturday, June 17, 2017, 14:00-18:00

Venue: Aichi University of Technology

- 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: THANITTAYA BOONYA** in Master's Program in Business Administration Graduate School of Business Administration, Asahi University

“A Case Study of Thai Students' Solutions of Culture Shock: An Analysis of A Japanese-style Junior High School in Thailand”

- * **Supervisor: Shintaro AZECHI,** Professor, Management of Asahi University
- * **Moderator: Masami KAJIURA** Professor, Aichi Gakuin University
- Speaker: Tomoko HARAGUCHI** Professor, Management of Tokoha University
“How American Supervisors Praise Their Subordinates”
- * **Moderator: Hiroshi KITAHARA** Professor, Kyoto Sangyo University
- < Special Session >** Emeritus Professor of Kobe University
Guest Speaker: Hideki YOSHIHARA
“My 50-year Studies of International Business and Transcultural Management”

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 4th Session of the Kansai Division

Saturday, February 18, 2017, 14:00-16:45

Venue: Osaka University of Commerce, Room442

- Opening Remarks: Osaka University of Commerce
Masayuki FURUSAWA
- Speaker: Yoshihiro KABURAGI Osaka University of Commerce
*“How Global Human Resources can be Evaluated to Cope with Diverse Cultures, with
Special Reference to Matsushita Electric (Presently Panasonic) in India”*
- * Commentator: Kenji KOGA Japan Overseas Enterprises Association
- Speaker: Kenji TSUJIMOTO Kansai Productivity Center
*“Productivity Movement and Japanese Management: Is Japanese Management
Acceptable in the World?”*
- * Commentator: Kenichi YASUMURO Osaka University of Commerce
- Closing Remarks: Emiko MAGOSHI President of the Transcultural Management
Society

The 5th Session of the Kansai Division

Saturday, September 23, 2017, 14:00-17:00

Venue: CURUO-CITY (a satellite office of Tanioka Gakuen Educational Foundation)

- Opening Remarks: Kindai University
Masayuki FURUSAWA
- Speaker: Masayuki FURUSAWA Kindai University
*“Potential of self-initiated Japanese employees at Japanese-affiliated companies in
China as boundary spanners: Their antecedents such as Chinese language ability and
human resource management”*
- * Commentator: Shugo TSUJI University of Marketing and Distribution

Sciences

- **Speaker: Masato YAMAUCHI** Hiroshima University of Economics
*“Origin of global business management at Okinawa Tourist Service Inc. :
Using global network at the local company”*
- * **Commentator: Qiuli YANG** Ritsumeikan University
- **Speaker: Rolf SCHLUNZE** Ritsumeikan University
*“Cultural adjustment to the intercultural workplace: A comparison of two types of
managers”*
- * **Commentator: Takeshi FUJISAWA** Kwansei Gakuin University
- **Closing Remarks: Emiko MAGOSHI** President of the Transcultural Management
Society

The 2nd Session of the Hokuriku Division

Friday, November 3, 2017, 14:00-17:15

Venue: Hotel Grand Terrace Toyama, Room Kunpu

- **Opening Remarks:** President of the Transcultural
Emiko MAGOSHI Management Society
- **Speaker: Hikoshi OGINO** Director of International Affairs Division,
Toyama Prefectural Government
*“Reward by Future Job Assignment and Process Utility: Empirical Analysis with Data
Sets of Corporate and Employee Questionnaires”*
- * **Commentator: Tamiko KASAHARA** Lecturer, University of Shizuoka
- **Speaker: Tokutaro HIRAMOTO** Lecturer, Kanazawa Institute of
Technology
*“Changing BoP markets and global marketing by Japanese corporations From
BoP strategies to SDGs strategies”*
- * **Commentator: Masashi ARAI** Lecturer, Asia University
< **Special Session** > Corporate officer, KOKANDO Co., Ltd.
Guest Speaker: Tsuyoshi IWAMURA

The Board of Directors

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- 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
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- Masayuki FURUSAWA
Professor, Faculty of Business Administration, Kinki University
- Junichi ICHIKAWA
Associate Professor, Department of Economics, Orio Aishin Junior College
- Motomichi IKAWA
Visiting Professor, Toyo Gakuen University
- Yoshiaki INADA
Senior Executive Director, Japan Overseas Enterprises Association
- 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
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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
Retired 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
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- Toshikazu TAKAHASHI
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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 Emeritus of Hyogo Prefecture University

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 :

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Associate Professor, Faculty of Business Administration, Rissho University

Deputy Secretary General

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