

Thu, 25 February - Wed, 9 March 2016 at the HIDA Kansai Kenshu Center (KKC)

## Course Objectives

The Program for Japanese Corporate Management (PJCM) is one of our management training programs for all the developing countries. This program is designed for owners, directors, and senior managers in developing countries to learn Japanese companies' unique management methods and the basic way of thinking that underlies these methods. In particular, this is a training program to understand Japanese management methods and philosophies, with focus on the "GEMBA" (On-Site) work philosophy, and to improve the management capabilities of the participants, and at the same time, enable them to seek possibilities to apply it to their own countries to eventually build a Japanese-style hybrid management system that integrates Japanese management and the values of their own countries.

## Traget Participants

Owners, directors, and/or senior managers who are responsible for management of an organization.  
(Part of the sessions of this program is also open to Japanese nationals working for Japanese companies/organizations operating in Japan.)

Part of the participation expenses will be covered by subsidy from the Japanese government

## Language

All lectures, visits and exercises will be conducted in English or Japanese with translation into English.

## Concept

This program is shaped for the participants so they can consider the essence of Japanese management while experiencing it through exercises, observations of actual cases, and class discussions about the three spirits (company spirit, commercial spirit, and citizen spirit) that are held in high esteem in Japanese companies and thereby gain further understanding toward the heart of these spirits. By experiencing the main characteristics of Japanese management, which are an instruction style not to teach everything by words but by showing through actual work, and the meaning of Japanese-style human resource development methodology through 'teaching by not teaching,' the participants will awaken within themselves the possibilities and methods needed to integrate these characteristics into their own management. Additionally, this program is designed with the main focus on the spirits of manufacturers.

## Course Contents

### *First Step*

The participants will understand the characteristics of Japanese management and the underlying mindset.

### *Second Step*

The participants will deepen their understanding of the philosophy and the implementation methods of corporate management that Japanese companies have successfully implemented such as 5S, Amoeba management and innovation, etc. The participants will also actually experience and deepen their understanding of the philosophy at the heart of the Japanese-style management mindset by touching the core through company visits, exercises, and discussions together with the Jaanese participants.

### *Third Step*

The participants will summarize the action plan for how they will utilize what they have learned during the training program for the management of their corporations once returning to their home countries and present it on the last day.

## Program Director

Dr. Tadao Kagono

Special Visiting Professor, Konan University / Professor Emeritus, Business School, Kobe University

After working as an assistant, lecturer, and assistant professor at the faculty of business administration in Kobe University, Dr. Kagono taught as a professor at the School of Business Administration at Kobe University from 1988, was Dean of the faculty and Graduate School of Business Administration at Kobe University from 1998, and a professor of the Graduate School of Business Administration at the University from 1999. Since 2011, he has been teaching as a special visiting professor at Konan University. He studied abroad at Harvard University, USA from 1979 to 1980. He has held prominent positions, such as an external auditor for NTN Corp., external auditor for Santen Pharmaceutical, external auditor for Sumitomo Rubber Industries, and external board member of Familiar Ltd. as well as the Chairman of the Academic Association for Organizational Science, the Vice Chairman of the Forum for Entrepreneurial Studies, the Commissioner of the Japan Academy of Business Administration, the Commissioner of the Japan Academic Society for Ventures and Entrepreneurs, and the Commissioner of the Japan Academy of Family Business. Dr. Kagono has written numerous books and papers and holds a PhD in Business Administration.

Dr. Hidekazu Sone  
 Assistant Professor, Faculty of Policy Science, Shizuoka University of Art and Culture

Dr. Sone has been teaching as an Assistant Professor at Faculty of Policy Science, Shizuoka University of Art and Culture since 2015 after working as an Assistant Professor at Osaka University of Economics, a Visiting Researcher at Memorial University and an Assistant Professor at the Faculty of Business Administration at Tezukayama University. He is also active as Executive Director of Japan Academy of Family Business, Executive Secretary of Entrepreneur Research Forum and a member of Board of Directors of SMEUCE (Sustainability Management of e-Business and Ubiquitous Commerce Engineering). Dr. Sone holds a PhD in Business Administration.

## Schedule (Tentative)

				* Joint session with Japanese participants	
Date		Morning Session		Afternoon Session	
Feb. 24	(Wed.)	Arrival in Japan			
25	(Thu.)	Lecture:	Orientation/Opening Ceremony Spirit of Japanese management	Company Visit:	History of Japanese management
26	(Fri.)	Lecture & Exercise:	Example of Japanese style management mindset		
27	(Sat.)	Day Off			
28	(Sun.)	Day Off			
29	(Mon.)	Lecture:	Management affected by the custom of cleaning	Company Visit:	Examples of 5S implementations in Japanese companies
Mar. 1	(Tue.)	Lecture & Exercise:	Making a plan to implement 5S in one's company *		
2	(Wed.)	Lecture::	Amoeba Management and Japanese Management*	Exercise:	Amoeba Management (1) *
3	(Thu.)	Exercise:	Amoeba Management (2) *		
4	(Fri.)	Lecture:	Successions of a Business and Human Resource Development	Company Visit:	Human Resource Development (Skill Transfer) and Management
5	(Sat.)	Day Off			
6	(Sun.)	Day Off			
7	(Mon.)	Lecture & Exercise:	Innovation and Human Resource Development		
8	(Tue.)	Lecture & Exercise:	To practice hybrid type management		
9	(Wed.)	Presentation:	Final Report Presentation	Presentation:	Final Report Presentation Closing Ceremony
10	(Thu.)	Departure from Japan			

\*The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.

Please Visit: [http://www.hidajapan.or.jp/jp/ikusei/management/files/15pjcm\\_e.pdf](http://www.hidajapan.or.jp/jp/ikusei/management/files/15pjcm_e.pdf)  
 for the Program Outline and Participation Requirements.

**Application Deadline: 18 December 2015**