

## **2021 AOTS Webinar [KROP31] Japanese Corporate Management -Spirit of Japanese Management -**

Organized by The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)  
Cooperated by AOTS Alumni Societies

### **BACKGROUND**

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS webinar titled “Japanese Corporate Management (KROP31)” is an online seminar targeting corporate owners, executives, and senior managers. This webinar is suitable for those wish to study the methods of Japanese-style corporate management and use them as the reference of their own corporate management.

### **OUTLINE**

This webinar uses the perspectives of “the three spirits in corporate management,” the concept of which was put forward by Professor Emeritus Tadao Kagono of Kobe University. The participants understand through case studies how excellent Japanese companies have adopted these spirits into their own corporate management and are addressing the critical environment of business management, such as the COVID-19 pandemic.

### **OBJECTIVES**

The participants will be able to achieve the following objectives.

- 1) To understand the three spirits in corporate management (citizenship, entrepreneurship and profit making)
- 2) To understand the methods of corporate management characteristic of Japanese companies, from the viewpoints of the three spirits in corporate management
- 3) To understand the thought and behavior patterns, as well as values, that have underpinned the methods of Japanese-style corporate management
- 4) To understand the differences and similarities between the methods of Japanese-style corporate management and the counterparts of their countries, which are based on their thought and behavior patterns, as well as values, and identify the weaknesses and strengths of each model; and thereby consider how they can adopt Japanese-style management in the practice of their own corporate management
- 5) To understand how Japanese companies are responding to major changes in business management environment due to the pandemic, and thereby improve their own corporate management

## DATE AND TIME

**DAY 1: Friday, 18 February 2022, 2:00-6:00PM (Japan)**

**DAY 2: Monday, 28 February 2022, 2:00-6:00PM (Japan)**

\* Pre-webinar work, consisting of video studying and report submission, needs to be finished prior to the first session.

\*Completion of pre-webinar work and a two-day participation are required.

\*Please check the webinar start time in an applicant's country with **[Table 1] TIME DIFFERENCE WITH JAPAN IN THE TARGET ZONE** or ask it to the AOTS Alumni Society in the leaflet.

## TARGET COUNTRIES

All Developing Countries

\*Please refer to **[Table 2] LIST OF TARGET COUNTRIES** for details.

## NUMBER OF PARTICIPANTS

25 participants in total

## TARGET PARTICIPANTS

Company owners, executives, senior managers in developing countries.

### **[Basic Requirements for Participants]**

In order to participate in the training program, the following conditions must be satisfied, in addition to the work experience and position requirements specified for each program.

- a) Participants should live and work in target countries. Japanese is NOT applicable.
- b) Participants should belong to either corporation or organization.
- c) Participants should be 20 years old and over.
- d) Participants should have enough English language ability so as to be able to understand the program content.
- e) Participants should not be armed forces personnel.

Notes:

- 1) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection becomes lower.
- 2) This training is mainly aimed at the people working in the companies/organizations in the private sector, so those who belong to national or local government agencies are not eligible to participate.

## THEME OF THE WEBINAR

### 【Pre-webinar work】

- Consists of study of a streamlined video “The Three Spirits in Corporate Management” (featuring Professor Emeritus Kagono), and report submission.
- Helps to understand the three spirits in corporate management (citizenship, entrepreneurship and profit making) and learn how these spirits are manifested at Japanese companies.

### 【Day 1】 Business Succession (live presentation by Dr. Sone)

- Helps to understand the three spirits in corporate management through studying the practices to ensure corporate survival and growth by family owned companies with a long history of operation in Japan.
- Helps to learn how to manage companies from the standpoint of corporate longevity, through studying the thoughts and response of the owners of companies with longevity to the issues of business succession and growth in the midst of difficult conditions provoked by the pandemic.

### 【Day 2】 How to collaborate among Japanese companies (live presentation by Dr. Ishii)

- Helps to understand how to exert the three spirits of corporate management through studying the cases of international corporate partnership in new product development in the Japanese automobile industry.
- Helps to understand the resilience of Japanese-style corporate management in an uncertain business environment through studying the cases of companies making efforts to maintain strong management during the pandemic.

Study of Japanese-style management requires a thorough understanding of Japanese ways of thinking, values and customs. Hence, the online webinar provides a platform for dialogues between the lecturers and participants. In a bi-directional training setting, the lecturers are able to understand the situations of the participants, while the participants are allowed to check the points in question at any time. The understanding of the participants is deepened through the study of latest cases and discussion.

## LECTURERS



**Dr. Tadao Kagono**  
Professor Emeritus, Kobe University

Completed a PhD course at Kobe University Graduate School of Business Administration. Became Professor in 1988 at the Faculty of Business Administration in Kobe University after a series of teaching posts, such as research associate, lecturer, and associate professor. Taught as Professor of Kobe University Graduate School of Business Administration from 1999, and became Professor Emeritus in 2011. Currently serving as Project Professor at Kobe University Center for Social Systems Innovation. Has been a leading figure in the study of business administration in Japan, specializing in the theories of business strategy and organizations. Authored many books, including “Environmental Adaptation of Management Organization”, “Organization Recognizing Theory”, “Learning Management from Konosuke Matsushita” and “Whom for the Management”.



**Dr. Hidekazu Sone**  
Associate Professor, Shizuoka University of Art and Culture

Completed the doctoral course at Shiga University Graduate School of Business Administration. Previously served as Research Fellow of the Japan Society for the Promotion of Science, Visiting Researcher at Memorial University in Canada, Lecturer at Osaka University of Economics, Lecturer at Tezukayama University, etc. Currently posted as Associate Professor at Shizuoka University of Art and Culture. Specializing in business strategy theory, organization theory, and corporate history. Authored “Mechanism of Survival of Longevity Companies.” and “Family Business in Japan.” Co-authored “Governance and Management of Companies in Germany” and “Cultural Approach to Understanding the Long-Term Survival of Firms (Business History, Vol.57)”, etc.



**Dr. Shinichi Ishii**  
Professor, Osaka City University

Completed the doctoral course at the Graduate School of Business Administration, Kobe University in 2000. Currently Visiting Researcher at University of Tilburg, University of Melbourne, University of Auckland, and Purdue University. Specializing in the theories of management organization management organization, theory, strategy theory, international business management theory, and product development theory. Major publications: Authored many books, including "Japanese Business System", "Management of International Collaboration: Toyota Product Development in Europe and America", "International Joint Venture Behavior of Japanese Companies: Empirical Analysis of Trojan Horse Hypothesis", and "Industrial innovation in Japan", etc.

## LANGUAGE

The webinar of the first day will be conducted in **Japanese with English interpretation**.

The webinar of the second day will be conducted in **English**.

The lecture material will be prepared and distributed to participants in **English**.

## PARTICIPATION FEE

### 90USD

This webinar will be implemented with the subsidy from the Japanese Government.

## HOW TO APPLY

Please send a completed application form by email to the person in charge of AOTS Alumni Society by the application deadline. After the deadline of AOTS Japan, AOTS will screen the applicants and select the participants, who will be notified from the AOTS Alumni Society by email.

Please make sure to pay the participation fee to the AOTS Alumni Society by the designated deadline.

If the participation fee are not paid by the webinar day, the eligibility for participation will be cancelled.

If no AOTS Alumni Society exists in an applicant's country (region), please apply through the AOTS Alumni Society in the nearest area.

For the list of AOTS Alumni Societies, please visit <https://www.aots.jp/en/alumni/about/>.

## APPLICATION DEADLINE

### Friday 21 January 2022 (Japan Time)

\*After the deadline, the applicants will be notified as to whether accepted or not by e-mail from the Alumni Society in his/her area.

## ONLINE TOOL

### Zoom Meeting

\*When selected as a participant, you will receive an invitation email. Please register for the Meeting by clicking on the link in the email.

\*After registration, a registrant will receive another email including the button to participate in the Meeting. On the day of the Meeting, just click this button.

\*Invitation emails will be sent to all the approved participants. If you do not receive an email, please contact AOTS Alumni Society/Association you applied for.

\*We are planning discussions and presentations from participants in the webinar. We recommend that you join from a PC instead of a smartphone. Also, please prepare a device equipped with a microphone and a webcam.

## NOTES

- ◇ AOTS certificates will be awarded to participants who meet the criteria.
- ◇ We are planning discussions and presentations from participants, so please turn on your webcam when you participate.
- ◇ Personally identifiable information provided by the participant will not be used for any purpose other than the AOTS programs without the consent of the participants.
- ◇ Participants shall not reproduce, distribute, or alternate the distributed lecture materials or film the webinar without prior permission from AOTS. Participants are asked to make a pledge not to commit any violation.
- ◇ In the event of an unavoidable accident (war, riot, labor dispute, earthquake, storm, fire, flood, epidemic, etc.) or network / equipment trouble, AOTS may cancel the implementation of the webinar.
- ◇ Do not transfer the meeting information (meeting link/number/password) given to the participants to anyone other than the participants without permission.
- ◇ AOTS will not be held responsible if it becomes difficult for participants to participate in or continue to participate in the webinar due to an unavoidable accident or network/equipment trouble.

## INQUIRY

The Association for Overseas Technical Cooperation and Sustainable Partnerships  
Overseas Cooperation Group

30-1, Senju Azuma 1-chome, Adachi-ku, Tokyo 120-8534, JAPAN

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Fax : 03-3888-8242

E-mail: [webinar-kaikyo@aots.jp](mailto:webinar-kaikyo@aots.jp)

**[Table 1] TIME DIFFERENCE WITH JAPAN IN THE TARGET ZONE**  
(Only countries with AOTS Alumni Societies are listed.)

Country (Region)	Time difference with JST ( ) indicates the time difference during daylight savings time.
Mongolia (Ulaanbaatar)	JST - 01:00
Malaysia	JST - 01:00
Philippines	JST - 01:00
Cambodia	JST - 02:00
Indonesia (Jakarta)	JST - 02:00
Thailand	JST - 02:00
Viet Nam	JST - 02:00
Myanmar	JST - 02:30
Bangladesh	JST - 03:00
Nepal	JST - 03:15
India	JST - 03:30
Sri Lanka	JST - 03:30
Pakistan	JST - 04:00
Georgia	JST - 05:00
Iran	JST - 05:30 (JST- 4:30)
Ethiopia	JST - 06:00
Kenya	JST - 06:00
Tanzania	JST - 06:00
Turkey	JST - 06:00
Egypt	JST - 07:00
South Africa	JST - 07:00
Sudan	JST - 07:00
Zambia	JST - 07:00
Cameroon	JST - 08:00
Nigeria	JST - 08:00
North Macedonia	JST - 08:00 (JST - 07:00)
Ghana	JST - 09:00
Argentina	JST - 12:00
Brazil (Sao Paulo, Rio de Janeiro)	JST - 12:00 (JST - 11:00)
Bolivia	JST - 13:00
Paraguay	JST - 13:00 (JST - 12:00)
Venezuela	JST - 13:00
Peru	JST - 14:00
Mexico (Mexico City, Monterrey)	JST - 15:00 (JST - 14:00)

**[Table 2] LIST OF TARGET COUNTRIES**

Applicants should be residing in the following countries.

<b>Asia (24)</b>	<b>Oceania (15)</b>	<b>Middle East (9)</b>	<b>Europe (10)</b>
Afghanistan	Fiji	Armenia	Albania
Bangladesh	Kiribati	Azerbaijan	Belarus
Bhutan	Marshall	Georgia	Bosnia and Herzegovina
Cambodia	Micronesia	Iraq	Kosovo
India	Nauru	Jordan	Moldova
Indonesia	Niue	Lebanon	Montenegro
Iran*	Palau	Palestine	North Macedonia
Kazakhstan	Papua New Guinea	Syria	Serbia
Kyrgyzstan	Samoa	Yemen	Turkey
Laos	Solomon		Ukraine
Malaysia	Tokelau		
Maldives	Tonga		
Mongolia	Tuvalu		
Myanmar	Vanuatu		
Nepal	Wallis and Futuna		
Pakistan			
Philippines			
Sri Lanka			
Tajikistan			
Thailand			
Timor-Leste			
Turkmenistan			
Uzbekistan			
Viet Nam			



Africa (54)		Latin America (28)	
Algeria	Liberia	Antigua and Barbuda	Guyana
Angola	Libya	Argentina	Haiti
Benin	Madagascar	Belize	Honduras
Botswana	Malawi	Bolivia	Jamaica
Burkina Faso	Mali	Brazil	Mexico
Burundi	Mauritania	Colombia	Montserrat
Cabo Verde	Mauritius	Costa Rica	Nicaragua
Cameroon	Morocco	Cuba	Panama
Central African Rep.	Mozambique	Dominica	Paraguay
Chad	Namibia	Dominican Republic	Peru
Comoros	Niger	Ecuador	St. Lucia
Congo	Nigeria	El Salvador	St. Vincent
Congo, Dem. Rep.	Rwanda	Grenada	Suriname
Côte d'Ivoire	Sao Tome and Principe	Guatemala	Venezuela
Djibouti	Senegal		
Egypt	Sierra Leone		
Equatorial Guinea	Somalia		
Eritrea	South Africa		
Eswatini	South Sudan		
Ethiopia	St. Helena		
Gabon	Sudan		
Gambia	Tanzania		
Ghana	Togo		
Guinea	Tunisia		
Guinea-Bissau	Uganda		
Kenya	Zambia		
Lesotho	Zimbabwe		

\*Iran is a member of South Asia Federation of AOTS Alumni Societies (SAFAAS) and is classified as Asia not Middle East.

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