

2026 AOTS Management Program in Japan

This program will be implemented with the Japanese government subsidies.



Training program in Japan

The Executive Program on Corporate Management [EPCM]

2nd September - 15th September 2026

Course Director:

ITO Akitoshi, Ph.D Professor of Finance, Nanzan University



Dr. Ito obtained a BA from the University of Tokyo, an MBA from Keio University, and a PhD in Finance from the University of Western Ontario (Ivey Business School). He did research and taught at Hitotsubashi University Business School for 2007- 2023 before he joined Nanzan University. His research interests include corporate finance, corporate governance, SDGs, disclosure, and company valuation. He published many articles in major academic journals. He was also active about developing in-company training programs for many companies and governments.

Associate- Course Director:

YAHAGI Tsuneo, Ph.D Professor Emeritus, Keio University



Dr. Yahagi graduated from Keio University (BS). After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (with Distinction), MS (Statistics) and Ph.D. (Most Excellent Ph.D. Thesis Award in management, 1981). He has started up and managed his own venture business as well as joined several S.M.E top managements. He became Mitsubishi Chaired professor and also served as Dean of the Graduate School of Business before becoming Provost of Keio University. He has served as an advisor to the central and local governmental agencies of Japan and private companies both in Japan and the US. He has served several companies listed on Tokyo Stock Exchange as outside board members. His areas of expertise are corporate and competitive strategy, and statistics.

The Executive Program on Corporate Management (EPCM) is one of AOTS's flagship and most popular courses to learn corporate management concepts and skills and their underlying ways of thinking which are found in common across good Japanese companies. It was designed in 1983 to improve the managerial capabilities of corporate executives in developing countries, and it has so far attracted over 1,000 participants from all over the world. The 45th program (2 were online) will be held this year and will be conducted with the cooperation of Prof. ITO Akitoshi as the Course Director and Prof. YAHAGI Tsuneo who has long served as the Course Director since the first day of the program.

■ Objective

The objective of the program is to enhance participants' capabilities of management so that they can upgrade the quality of the top management of their companies.

■ Highlights

- This program uses the **case method**. Participants will exchange opinions with the classmates with different backgrounds and experiences under the guidance of the lecturer.
- Through **intensive discussions** and **confrontation with the complexities** of top management's decision makings on the issues of each case, participants will enhance his/her thinking ability as a top management.



Course schedule

Date	Morning	Afternoon
2-Sep (Wed)	Orientation Opening Ceremony	[Case Study] Japanese Management
3-Sep (Thu)	[Case Study] Economics for Management	
4-Sep (Fri)	[Case Study] Business Ethics	
5-Sep (Sat)	[Case Study] Marketing	
6-Sep (Sun)	Day off	
7-Sep (Mon)	Day off	
8-Sep (Tue)	[Case Study] Technological Innovation and Corporate Management	
9-Sep (Wed)	[Case Study] Corporate Finance	
10-Sep (Thu)	Study Tour	[Visit] Corporate Philosophy and Production Management
11-Sep (Fri)		[Visit] Corporate Philosophy of a Japanese Company
12-Sep (Sat)	Day off	
13-Sep (Sun)	Day off	
14-Sep (Mon)	[Case Study] Organization and Human Resource Management	
15-Sep (Tue)	[Lecture] Special Management Lecture	Final Group Presentation Closing Ceremony

Target Participant

Director-level senior executives who have overall responsibility for their organizational management.

Number of participants

14 persons

Language

English

(sometimes with JP/Eng interpretation)
*The ability to express one's opinions in English is a must. Active participation in discussions is required to fully experience this program.

Fees

Participation fee will be partially subsidized by Japanese government. Please refer to "Estimate of EPCM" for details.

Application Deadline

16 June 2026

Arrive by 16 June in Japan



Previous program movie

Inquiry:

**Overseas Cooperation Group I,
The Association for Overseas Technical Cooperation and Sustainable Partnerships
[AOTS]**

TEL : +81-3-3888-8256 Email: shouhei-au@aots.jp

Venue:

AOTS Tokyo Kenshu (Training) Center

The training center provides training facilities and accommodations/meals for the training participants (Address : 1-30-1, Senju-azuma, Adachi-ku, Tokyo)



Please review the "Program Outline & Participation Requirements of EPCM" dated April 2026 for application details.