

The Program on Japanese Corporate Management [PJCM]

-Learning from Ethos of Japanese Corporate Management-

3rd – 17th February 2026

@AOTS Kansai Kenshu Center, Osaka Japan

Course Benefits

- 1. To understand the spirit of Japanese management by closely examining the essence.
- 2. To understand long-established Japanese family business enterprises and their efforts and innovations to perpetuate their enterprises.
- 3. To consider how to apply the management methods learnt in this course into own enterprises.

Number of participants

15 participants

Language

English
(sometimes with JP/Eng interpretation)

Fees

Participation fee will be partially subsidized by Japanese government. Please refer to “Estimate of PJCM” for details.

Participation Requirements

Participants should be owners, directors and executives of companies in the target countries. Senior managers who are responsible for organizational management may also be accepted.
*There are other participation requirements, please check the Program Outline of PJCM for more details.

Application Deadline

4 November 2025

Arrive by 4 November 2025 in Japan

Venue: AOTS Kansai Kenshu(training) Center

The training center provides training facilities and accommodations /meals for the training participants.
(7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka, Osaka 558-0021)

Application to:

Nearest AOTS Alumni Society

Inquiry:

AOTS Overseas Cooperation Group I
Email : shouhei-au@aots.jp

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Program Director

Dr. Shinichi Ishii

Professor of International Business, Osaka Metropolitan University

Professor at Osaka City University Graduate School of Business Administration since 2010 and a professor at Osaka Metropolitan University Graduate School of Business Administration since 2023, his current position. Specializes in business administration and international business, and his current research topics include strategic alliances among firms and new product development management. From 2016 to 2019, he served as Executive Director (International Affairs) of the Japan Academy of Business Administration.

Schedule(Tentative)

*Program contents and schedule are subject to change.

Date	Morning	Afternoon
3-Feb.(Tue.)	ORIENTATION/ OPENING CEREMONY LECTURE: Course Overview/ Spirit of Japanese Management	PRESENTATION & DISCUSSION: Sharing Management Issues and Training Objectives of participants
4-Feb.(Wed.)	COMPANY VISIT: 5S and Management	LECTURE: 5S (cleaning activities) Habituation and Management -5S and “cleaning activities” and their significance and effectiveness in corporate management
5-Feb.(Thu.)	LECTURE & EXERCISE: Exercise for Making a 5S Implementation Plan -Group Discussions about the companies in the group that has introduced 5S as model companies	ONLINE LECTURE: 5S Management Case in an Overseas Company -The difficulties and challenges of introducing 5S in non- Japanese companies as case studies
6-Feb. (Fri.)	LECTURE: Spirit of Japanese Entrepreneurs -To identify the characteristics of Japanese management in comparison with American companies	COMPANY VISIT: Case Study of Japanese Entrepreneurship
7-Feb.(Sat.)	Day off	
8-Feb.(Sun.)	Day off	
9-Feb.(Mon.)	LECTURE: Management of Japanese Companies in Different Cultures -Adjusting and integrating corporate culture when introducing Japanese-management methods	
10-Feb.(Tue.)	LECTURE: Cases of Global Collaboration of Japanese Companies	
11-Feb.(Wed.)	LECTURE: Skill Succession and Family Business -Efforts of family business enterprises for long-survival and growth, and mechanisms for skills succession	
12-Feb.(Thu.)	Study Tour	COMPANY VISIT: Case Study of the Management Philosophy of Family Business
13-Feb.(Fri.)		COMPANY VISIT: History of industrial and Technological Development in Japan
14-Feb.(Sat.)	Day off	
15-Feb.(Sun.)	Day off	
16-Feb.(Mon.)	LECTURE: Basic Concepts and Features of the Amoeba Management	LECTURE & PRESENTATION: Final Report Presentation
17-Feb.(Tue.)	LECTURE & PRESENTATION: Final Report Presentation/ Closing Ceremony	

Please review the “Program Outline & Participation Requirements of PJCM” dated September 2025 for application details.