

GNAM: Global Network for Advanced Management  
Global Network Week | Tokyo Program | March 3-8, 2014

# Innovation x Globalization: Japan Style

Program Guide  
February 19, 2014



Hitotsubashi University  
Graduate School of  
International Corporate Strategy

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\*All dates and times are based on Japan Standard Time (JST).

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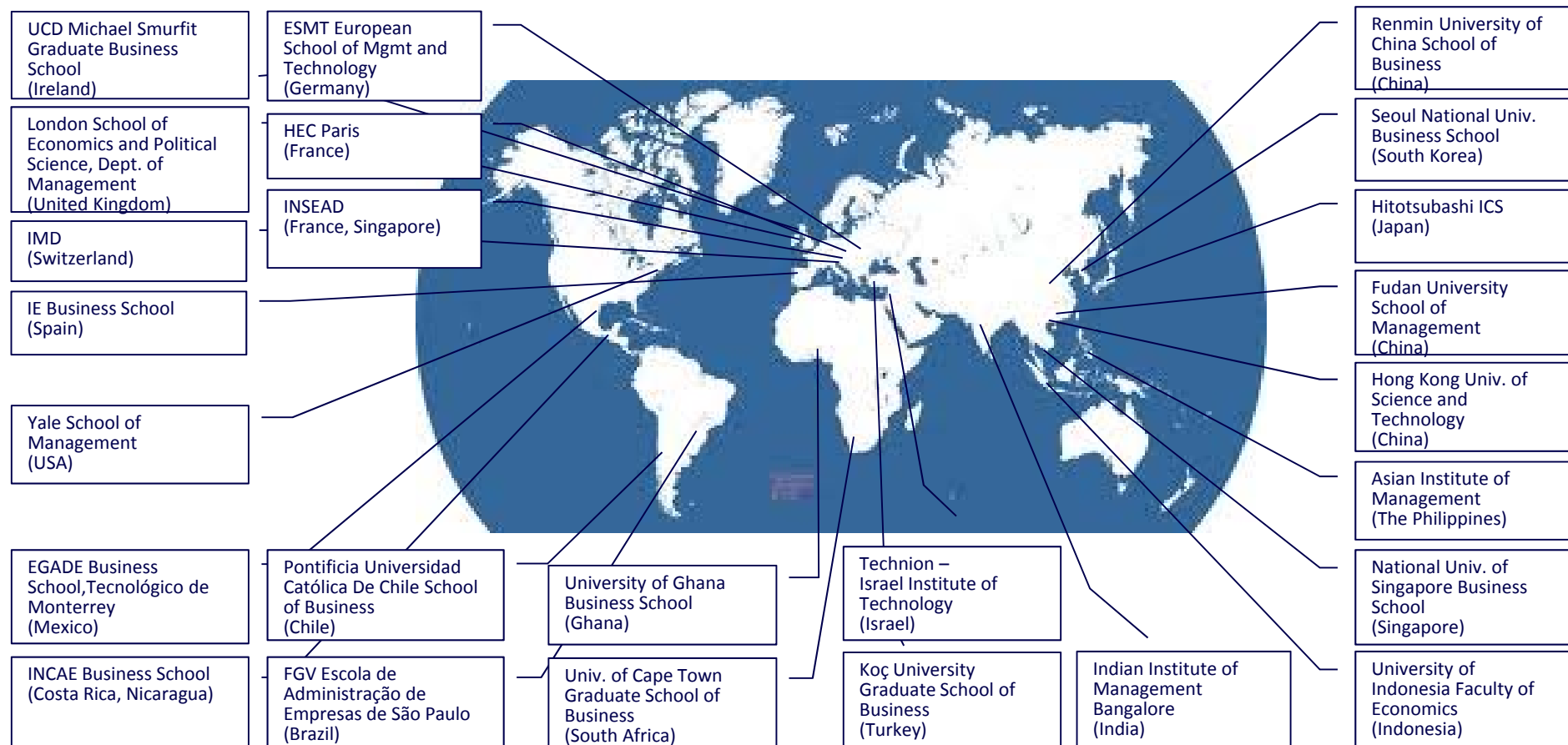
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# 1. GNAM & GNW

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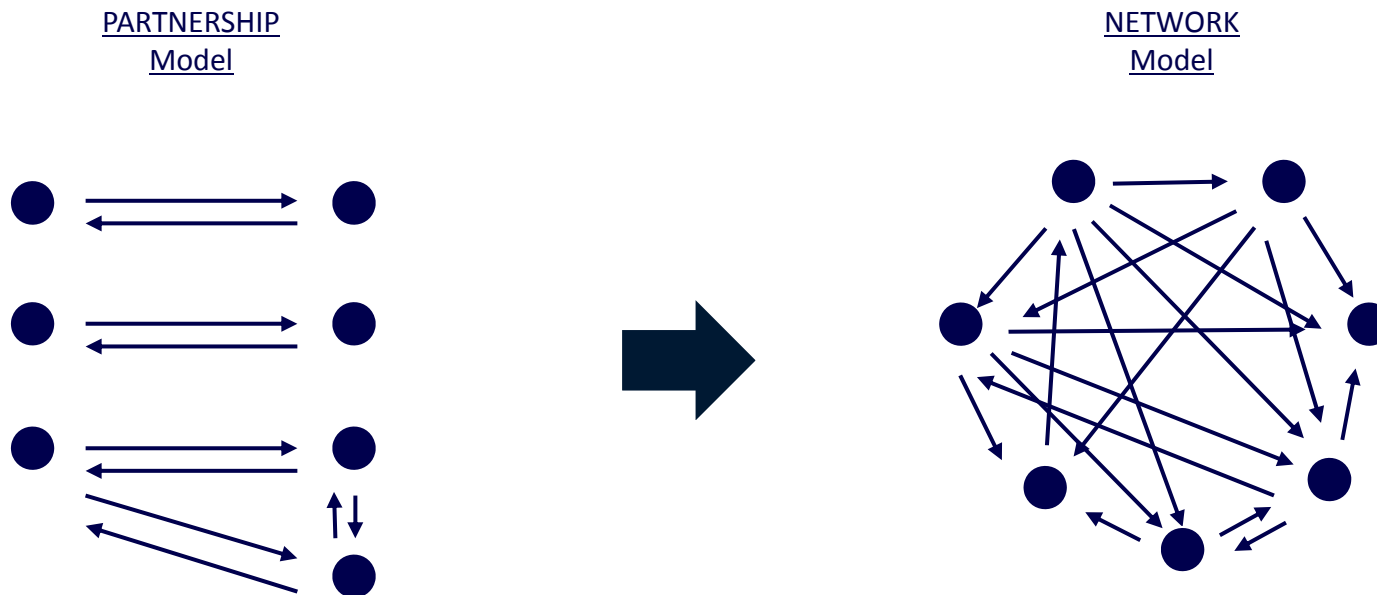
# GNAM: Global Network for Advanced Management

- Network of 25 business schools – Africa (2), Asia (9), Europe (7), Middle East (2), Latin America (4), and U.S. (1).



# GNAM: Global Network for Advanced Management

- GOAL: Global-scale innovation in management education based on NETWORK model (vs. PARTNERSHIP model)



# GNW: Global Network Week

- One-week Intensive Program in March 2014
- Hosted by 12 GNAM Member Schools



Yale SCHOOL OF  
MANAGEMENT



PONTIFICIA  
UNIVERSIDAD  
CATÓLICA  
DE CHILE



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## 2. GNW Tokyo Program

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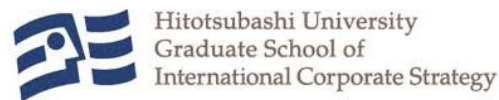


# GNW Tokyo Program

## Innovation x Globalization: Japan Style

- **WHEN:** March 3-7, 2014
- **WHO:** 50 MBA students from 12 business schools
- **WHAT:** To help students see unique innovation & globalization challenges facing Japanese business and economy through exposure to a variety of corporate practices and market phenomena in Tokyo and Japan.

- Classroom sessions at:



- Company sessions by:

**ATKearney**

**Coca-Cola**



**FGC**



GE Healthcare

**HONDA**

The Power of Dreams



- Field visits to:

Akihabara, Asakusa, Ginza, Harajuku, Kamakura, Shibuya, Sugamo, etc.





# GNW Tokyo Program

## Curriculum Structure

### FOUNDATIONS: COUNTRY & CULTURE

- Japan at the Crossroads (J. Edman/M. Korver)
- Japanese Culture (M. Kimura)
- Cool Japan (T. Umezawa)

### COMPANY SESSIONS

- Coca-Cola Japan
- Fast Retailing
- Fuji Television Network
- GE Healthcare Japan
- Honda Motor

### FIELD VISITS

- Japan: Old & New (Akihabara, Harajuku, Shibuya, Sugamo, etc.)
- Kamakura Tour
- Tokyo Rush Hour Survival
- Uniqlo Ginza Store

### FOUNDATIONS: CONCEPTS & FRAMEWORKS

- Competitiveness & Clusters (E. Osono)
- Knowledge Management (K. Ichijo)
- Innovation x Globalization (Y. Fujikawa)

	Monday March 3	Tuesday March 4	Wednesday March 5	Thursday March 6	Friday March 7
MORNING	<p><b>INTRODUCTION &amp; TEAM BUILDING</b> Y.Fujikawa, K.Ichijo, &amp; H.Kanno 0900-1000 (@ICS)</p>	<p><b>FOUNDATION 4 – Innovation x Globalization</b> Y.Fujikawa 0900-1000 (@ICS)</p>	<p><b>FIELD VISIT 2 (Group Activity)</b> Tokyo Rush Hour Survival 0800 - 0900</p>	<p><b>BUS TO HONDA HQ</b> 0845-0915</p>	<p><b>BUS TO UNIQLO GINZA</b> 0845-0915</p>
	<p><b>FOUNDATION 1 – Japan at the Crossroads</b>  J.Edman &amp; M.Korver 1000-1200 (@ICS)</p>	<p><b>COMPANY SESSION 1</b> Coca-Cola Japan  Guests: Y.Shimaoka &amp; D.Wakiwaka, CCJC  Y.Fujikawa 1000-1200 (@ICS)</p>	<p><b>FOUNDATION 5 – Cool Japan</b>  Guest: T. Umezawa A.T. Kearney  J.Edman 0900-1100 (@ICS)</p>	<p><b>COMPANY SESSION 3</b> Honda Motor Co.  Guests: T.Hasegawa &amp; K.Hitomi Honda R&amp;D Co.,Ltd  K.Ichijo 0930-1200 (@Honda HQ)</p>	<p><b>FIELD VISIT 5</b> Uniqlo Ginza Flagship Store  Y.Fujikawa &amp; K.Ichijo 0930-1100 (@Uniqlo Ginza)</p>
LUNCH	<p><b>LUNCH &amp; FIELD VISIT 1 (Group Activity)</b> Japan: Old &amp; New  Akihabara, Asakusa, Harajuku, Shibuya, Sugamo, etc.  1200-1430</p>	<p><b>LUNCH AT ICS</b> 1200-1300</p>	<p><b>LUNCH &amp; FOUNDATION 6 – Japanese Culture</b> M.Kimura 1100-1230 (@ICS)</p>	<p><b>LUNCH &amp; FIELD VISIT 4 (Group Activity)</b> Japan: Old &amp; New  Akihabara, Asakusa, Harajuku, Shibuya, Sugamo, etc.  1200-1430</p>	<p><b>LUNCH AT FR HQ</b> 1200-1300</p>
AFTERNOON	<p><b>FOUNDATION 2 – Competitiveness &amp; Clusters</b> E.Osono 1430-1600 (@ICS)</p>	<p><b>BUS TO GE HINO</b> 1300-1400</p>	<p><b>TRAIN TO KAMAKURA</b> 1230-1400</p>	<p><b>COMPANY SESSION 4</b> Fuji Television Network &amp; Fuji Creative Corporation  Guests: M. Hashiyada, Fuji TV, &amp; S. Sato, FCC  Y.Fujikawa 1430-1700 (@ICS)</p>	<p><b>COMPANY SESSION 5</b> Fast Retailing Guest: T.Yanai, FR  Y. Fujikawa &amp; K.Ichijo 1300 – 1400 (@FR HQ)</p>
	<p><b>FOUNDATION 3 – Knowledge Management</b> K.Ichijo 1630-1800 (@ICS)</p>	<p><b>COMPANY SESSION 2</b> GE Healthcare Japan, Hino Plant  Guests: J.Tsuda &amp; M. Kaneko, GE Japan  P.Robinson 1400-1700 (@GE Hino)</p>	<p><b>FIELD VISIT 3</b> Kamakura Tour - Zazen Experience at Engakuji Temple &amp; - Tour at Tsurugaoka Hachimangu Shrine  M.Kimura 1400-1800</p>	<p><b>BUS TO ICS</b> 1415-1445</p>	<p><b>WRAP-UP &amp; FAREWELL</b>  Y.Fujikawa &amp; K.Ichijo 1500 – 1700 (@ICS)</p>
	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>TGIF Party By ICS Participants</b></p>
EVENING	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>Dinner on your own &amp; Preparation for next day</b></p>	<p><b>TGIF Party By ICS Participants</b></p>

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## 3. Logistics

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## “manaba” – Online Courseware

- All course related information (course description, session topic, pre-session assignments, and other details) as well as course materials (cases, readings, handouts, etc.) are all communicated via “manaba,” the online courseware at Hitotsubashi ICS.
- Please bring your own laptop for the program.
- Free Wi-Fi access is provided at ICS campus.

### STEPS:

1. Visit “manaba” at: <https://ics.manaba.jp/>
2. Enter your ID and Password (sent to you via a separate email)
3. Click “My Course” tab at the top of the page, and find the course titled “[Term 3, 2013-2014] Global Network Week (ICS Program).”
4. On the first page inside the course, click “SLOTS of the course,” and you can find all course related information and materials there.
5. You are also encouraged to edit your profile information and add a photo at: [https://ics.manaba.jp/ct/home\\_course](https://ics.manaba.jp/ct/home_course) (click “Profile” button)
6. For further details, please refer to “manaba” manual (sent to you via a separate email)



# “study.net” – Cases & Materials

You are asked to prepare pre-session assignments for each session. You can access some reading materials (those publicly accessible) on “manaba” (see previous slide), but you need to purchase other materials (those copyrighted) through “study.net” prior to the program (Your study.net ID and password will be sent to you via a separate email):

[http://www.study.net/instructor/i\\_view\\_course.asp?Crs\\_ID=30046044&Sch\\_ID=20001095](http://www.study.net/instructor/i_view_course.asp?Crs_ID=30046044&Sch_ID=20001095)

Session	Materials available on “manaba”	Materials need to be purchased via “study.net”
FOUNDATION 1 – JAPAN AT THE CROSSROADS	<ul style="list-style-type: none"> <li>• "Bring on the Cultural Revolution." <i>The Economist</i>. Nov 10, 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Japan: The Miracle Years (HBS Case 9-702-014)</li> </ul>
FOUNDATION 2 – COMPETITVENESS & CLUSTERS	n.a.	<ul style="list-style-type: none"> <li>• Porter, M. E. (1998) "Clusters and New Economics of Competition," <i>Harvard Business Review</i>, 76(1): 77-90.</li> </ul>
FOUNDATION 3 – KNOWLEDGE MANAGEMENT	n.a.	n.a.
FOUNDATION 4 – INNOVATION x GLOBALIZATION	n.a.	<ul style="list-style-type: none"> <li>• Doz, Y.L. and Wilson, K. (2012) "Chapter 1. The Innovation Challenge," <i>Managing Global Innovation: Frameworks for Integrating Capabilities Around the World</i>, Harvard Business Publishing, 1-20.</li> </ul>
FOUNDATION 5 – COOL JAPAN	<ul style="list-style-type: none"> <li>• "Japan's gross national cool," <i>Foreign Policy</i>, May 1, 2002</li> <li>• "Cool Japan - Not just for geeks," <i>Nikkei Weekly</i>, February 6, 2012</li> <li>• "Japan a potential soft-power superpower," <i>The Yomiuri Shimbun / Asia News Network</i>, Friday, Jan 31, 2014</li> </ul>	n.a.
FOUNDATION 6 – JAPANESE CULTURE	n.a.	n.a.
COMPANY SESSIONS 1-5 & FIELD VISITS 1-5	<ul style="list-style-type: none"> <li>• All session information and materials are provided via “manaba”.</li> </ul>	n.a.

# Dress Code

We are holding five company sessions in the program.

Dress code for each session is as follows:

1. Coca-Cola Japan (Mar 4, ICS Classroom 2)	Business Casual
2. GE Healthcare (Mar 4, GE Hino Plant)	Business Casual
3. Honda Motor (Mar 6, Honda HQ)	Business Casual
4. Fuji Television Network (Mar 6, ICS Classroom 2)	Business Casual
5. Fast Retailing (Mar 7, Uniqlo Store & FR HQ)	Casual

- For Uniqlo store visit and FR HQ visit on Mar 7, you are asked to dress casually to blend in with Uniqlo store and office environment (no tank-top, short-pants, flip-flops, however).
- Also, for all other sessions (Foundations, Field Visits), casual is all right.
- Please note that temperature at Tokyo in March tends to vary every day, and may still be chilly especially in the morning and evening.

# Map & Directions

Hitotsubashi ICS  
Graduate School of International Corporate Strategy,  
Hitotsubashi University

Address:  
2-1-2 Hitotsubashi, Chiyoda-ku, Tokyo 101-8439 Japan

Phone: +81.3.4212.3072/3154

- **From Narita International Airport:** Take the Narita Express to Tokyo Station (approximately 60 minutes), walk to Otemachi Station (approximately 5 minutes), then take the Tozai Line to Takebashi Station. It is also possible to take the Mita Line from Otemachi Station to Jimbocho Station. ICS is located in 5-min walk from Jimbocho Station.
- **From Haneda Airport:** Take the Keihin Kyuko Line to Mita Station (approximately 28 minutes); then change to the Mita Line and go to Jimbocho Station. ICS is located in 5-min walk from Jimbocho Station.



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# APPENDIX

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# Faculty Information

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## **Jesper Edman**

**Assistant Professor  
International Business Strategy**

Prior to joining ICS, Professor Edman was a researcher at the European Institute of Japanese Studies (EIJIS) at the Stockholm School of Economics and served as the Director of the EIJS' Tokyo Office. He continues to hold this position and is also a board member of the Tokyo Chapter of the Swedish Centre for Business and Policy Studies. In addition, he has worked as an equity analyst at Deutsche Securities' Tokyo Office.

### **CONTACT INFO**

[jedman@ics.hit-u.ac.jp](mailto:jedman@ics.hit-u.ac.jp)

## **Education**

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Jesper Edman received his PhD from the Stockholm School of Economics where he also taught strategy and International business before joining ICS in 2011. His PhD thesis on foreign banks in Japan received the Academy of International Business' Farmer Dissertation Award and the European International Business Association's Gunnar Hedlund Award, among others.

## **Research Interests and Activities**

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Professor Edman's current research focuses on 1) globalization strategies of Japanese firms; 2) institutional change in Japan, particularly in the finance and the energy sectors; and 3) entrepreneurship and the rise of new industries. He is a member of the Academy of International Business, the Academy of Management and the European Group of Organization Studies.



## Yoshinori Fujikawa

**Associate Professor, Faculty Director of MBA Program  
International Business Strategy**

Yoshinori (Yoshi) Fujikawa joined ICS as an Assistant Professor in 2003. Prior to joining ICS, he was a Lecturer and Research Assistant at Pennsylvania State University. He also worked as Research Associate at the Mind of Market Laboratory and the Division of Research, both at Harvard Business School.

## Education

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Professor Fujikawa received his BA in Economics and MA in Commerce from Hitotsubashi University in Tokyo, Japan; MBA from Harvard Business School in Boston, Massachusetts; and PhD in Marketing from Pennsylvania State University in University Park, Pennsylvania. His business experience includes marketing research and strategic consulting work with Olson Zaltman Associates, the inventor of the patented research method ZMET (Zaltman Metaphor Elicitation Technique).

## Current Research and Activities

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Professor Fujikawa's research focus lies in the following three areas: (1) field-based research on service management issues, with particular emphasis on contemporary issues such as service innovation, service globalization, and service opportunities for manufacturing firms; (2) development, promotion, and application of non-traditional marketing research methods for eliciting customers' tacit knowledge; and (3) social psychological approach to investigate the role of cognition and emotion in firm-customer relationship formations. His research results have appeared as journal articles, conference proceedings, and book chapters in both English and Japanese. He is also an author and co-author of Hitotsubashi ICS and Harvard Business School cases, which are used in marketing and service management courses at major business schools around the world.

### CONTACT INFO

[yfujikawa@ics.hit-u.ac.jp](mailto:yfujikawa@ics.hit-u.ac.jp)

### RELATED LINKS

[HBS Cases](#)

[Zaltman Metaphor Elicitation Technique](#)



## Kazuo Ichijo

**Professor**  
**International Business Strategy**

Professor Ichijo started as a full-time professor at the Graduate School of International Corporate Strategy (ICS), Hitotsubashi University in April 2007. Previously, he taught at the Graduate School of Social Sciences, Hitotsubashi University. He has been a faculty member of Hitotsubashi University since 1988.

Due to his work in executive education, as well as his research on knowledge based competence of a corporation, he also became the first Japanese professor at IMD, one of the world's leading business schools, in Lausanne, Switzerland.

Professor Ichijo has presented academic papers at various academic conferences and has been actively providing consulting and training to a number of global companies for organizational renewal. He has been involved in many corporate transformation activities initiated by leading Japanese corporations as a consultant and an advisory board member. Currently he serves Shimano, Calbee, ISID, Commerce Link, and NTT Data as an external board member, outside auditor, or advisory committee member.

### CONTACT INFO

[kichijo@ics.hit-u.ac.jp](mailto:kichijo@ics.hit-u.ac.jp)

### RELATED LINKS

[Shimano](#)

[Bandai Namco](#)

[ISID](#)

[IMD](#)

[Calbee](#)

## Education

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Kazuo (Kaz) Ichijo received his BA (Social Sciences) and MA (Social Sciences) from Hitotsubashi University, and his PhD (Business Administration) from the University of Michigan.

## Selected Papers and Publications

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Professor Ichijo's book, *Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation*, co-authored by Georg von Krogh and Ikujiro Nonaka, published by Oxford University Press in May 2000, has been praised as a much-anticipated volume that puts practical tools into the hands of managers and executives who are struggling to unleash the power of knowledge in their organization. It won the "Best Business Book of the Year" award for 2000 from the Association of American Publishers Professional and Scientific Publishing division. In 2007, with Ikujiro Nonaka, Professor Ichijo edited *Knowledge Creation and Management: New Challenges for Managers*, published by Oxford University Press. He also published a number of management books in Japanese.

## Current Research and Activities

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Professor Ichijo's research interests are concentrated on innovation through organizational knowledge creation. His work on organizational knowledge creation is well known throughout the world. His areas of expertise are (a) the development of knowledge-based competence of a firm, especially at global firms; (b) the management of innovation; and (c) leadership and corporate transformation.



**Hiroshi Kanno**  
**Professor and Dean**  
**International Business Strategy**

Professor Kanno worked in consulting services at The Boston Consulting Group (BCG) for 17 years. His last position at BCG was Partner and Managing Director, where he served as the Asia/Pacific regional leader of BCG's Technology and Communications practice and the Japan leader of the Corporate Development practice. Prior to BCG, Professor Kanno worked as an architect, city planner, and engineer for Nikken Sekkei, Japan's largest architecture and city planning firm.

**CONTACT INFO**

[hkanno@ics.hit-u.ac.jp](mailto:hkanno@ics.hit-u.ac.jp)

**RELATED LINKS**

[Dean Kanno's biography](#)

[The BCG Way – The Art of Developing Leadership  
\(In Japanese\)](#)

[The Boston Consulting Group](#)

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**Education**

Hiroshi Kanno received his Bachelor and Master of Engineering and Architecture degrees from the Tokyo Institute of Technology, and Master of Science in Industrial Administration degree from Carnegie Mellon University.

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**Selected Papers and Publications**

Professor Kanno is the author of *The BCG Way - The Art of Developing Leadership* (Diamond-sha, 2005, In Japanese; also published in Korean), in which he interviewed a dozen prominent Japanese CEOs, analyzed the required skill set for a CEO, and how to master that skill set. He also supervised the translation of BCG's book *Clausewitz on Strategy* (Diamond-sha, 2002). Professor Kanno has written a number of articles for business magazines, including: "Strategic Thinking of Carl von Clausewitz: Its Application to Business" (*Think!*, Winter 2004); "Dilemma of the Successful CEO" (*Nikkei Business*, March 2006, co-author); "Post Merger Integration: The Key to a Successful M&A" (*Toyo Keizai*, March 2006, co-author), and "Open Innovation" (*Waseda Business School Review*, July 2007).

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**Current research and activities**

Since joining BCG, Professor Kanno has executed over 300 projects, working closely with both Japanese and non-Japanese companies. Although his main focus has been on technology and communications, he has worked in a wide range of industries, including high-tech, industrial goods, electronics, consumer electronics, telecommunications, system integration, Internet services, broadcasting, medical devices, pharmaceuticals, real estate, insurance, and NPOs. He has also worked in Europe, North America, and Asia.



**Motoko Kimura**  
**Adjunct Assistant Professor**  
**International Business Strategy**

Motoko Kimura is the Founder and Executive Director of WaNavi Japan, a not-for-profit organization that provides various services to empower international residents to live comfortably and confidently in Japan. She previously worked for Japan Bank for International Cooperation (JBIC), engaging in research projects on development policies with special attention to post-conflict countries to provide an optimal scenario for their reconstruction and peace building through ODA (Official Development Assistance) loan projects. After living in the Philippines with her husband, she became a professional teacher of Japanese language and culture, teaching students from many countries as well as supporting asylum seekers set-up their lives in Japan. She founded WaNavi Japan after the Great East Japan Earthquake in 2011 to support international residents in Japan and raise funds for the disaster-victims in Tohoku.

**CONTACT INFO**

[mkimura@ics.hit-u.ac.jp](mailto:mkimura@ics.hit-u.ac.jp)

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**Education**

Professor Kimura received her BA in Policy Science from Kelo University.

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**Current Research and Activities**

Professor Kimura currently works with the University of Tokyo as a member of the DISANET project (Information Network for Natural Disaster Mitigation and Recovery) an initiative funded by JICA (Japan International Cooperation Agency), and is involved in an outreach project in India to educate students on disaster preparedness.

At the Graduate School of International Corporate Strategy of Hitotsubashi University (ICS), Ms. Kimura teaches the Japanese Culture Course as an Adjunct Assistant Professor and also facilitates Tokyo Orientation and Disaster Preparedness Workshop during the foundation week to support international students' smooth set-up of their lives in Japan.



## Michael Korver

**Professor**  
**International Business Strategy**

Professor Korver first developed his Insider's perspective on Japanese business through his experience as an analyst at the Nomura Research Institute in Tokyo from 1983 until 1987, and as an international transactions lawyer with Richards & O'Neill in New York and Tokyo from 1987 to 1993. Since 1993, Professor Korver has worked as an international business consultant, business executive, venture capitalist, and entrepreneur in Tokyo. He has founded or co-founded several companies and has served or is serving on the boards of a number of them. In 1996 he co-founded Global Venture Capital (GVC), an independent venture capital fund management company. From 1999 to 2002, Professor Korver was in charge of legal and business affairs at The News Corporation Limited Japan, the Japanese operation of the international media conglomerate. He formally joined the faculty of ICS in 2004 after teaching in an adjunct position.

### CONTACT INFO

[mkorver@ics.hll-u.ac.jp](mailto:mkorver@ics.hll-u.ac.jp)

### RELATED LINKS

[Global Venture Capital](#)

## Education

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Michael Korver received his BA in 1979 and MA in Economics and a professional law degree (Juris Doctor- JD) in 1983, all from the University of California at Berkeley. Although currently not engaged in the practice of law, he is licensed as an attorney in the states of New York and California in the US.

## Selected Papers and Publications

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Professor Korver is the author of *Private Equity: Kachi Sozo No Toshi Shuho* (Toyo Keizai Shinposha, 1999), the first book-length treatment of private equity published in Japanese. He is also a co-author of *Venture Kigyo No Houmu/Zaimu Senryaku* (Shoji Houmu, 2010), the first book-length treatment of the law and finance of venture capital published in Japanese.

## Current Research and Activities

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Professor Korver currently serves as managing partner of GVC and is actively involved in making and managing venture capital investments in emerging growth companies both in and outside of Japan.



## Emi Osono

**Faculty Director of Marketing, Professor  
International Business Strategy**

Professor Osono taught in the MBA program at Waseda University's Business School (Graduate School of Asia Pacific Studies) before joining ICS at its Inauguration. Previously she worked for Sumitomo Bank. Professor Osono is in charge of the Porter Prize, which was established to bestow recognition on Japanese companies that have achieved and maintained superior profitability in a particular industry by implementing unique strategies.

### CONTACT INFO

[osono@ics.hit-u.ac.jp](mailto:osono@ics.hit-u.ac.jp)

### RELATED LINKS

[The Porter Prize](#)

[Extreme Toyota](#)

[Embedded Innovation](#)

## Education

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Emi Osono received her BA in Commerce from Hitotsubashi University, an MBA from The George Washington University, and a PhD in Commerce from Hitotsubashi University.

## Selected Papers and Publications

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Her publications include *Extreme Toyota: Radical Contradictions that Drive Success at the World's Best Manufacturer* (with N. Shimizu and H. Takeuchi, John Wiley & Sons, 2008); *The Contradictions that Drive Toyota's Success* (with H. Takeuchi and N Shimizu, Harvard Business Review, 2008); and *Embedded Innovation* (with H. Yachi, M. Kodama, and I. Nonaka, Hakutoshobo, 2006, in Japanese). She has written many cases on competitive strategy and innovation and conducts executive education in these fields. She serves as an outside board member to Lawson and Resona Holdings.

## Current research and activities

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Professor Osono is interested in competitive strategy, strategic management of innovation, organizational capabilities for innovation and knowledge creation, and organizational capabilities to adopt and change, and has published on the process of strategy development, competitive strategy vs. innovation, organizational creativity, organizational specificity and knowledge integration, and strategy-level innovation of Japanese companies.





**Patricia Robinson**  
**Associate Professor**  
**International Business Strategy**

Patricia (Tish) Robinson teaches Organizational Behavior and DBA Research Methods. Her corporate training focuses on implementing organizational and personal change through experiential learning, using large group processes and collective learning exercises to explore real challenges managers face at work. Her Organizational Development training and consulting clients include: Berlitz, Denso, Dentsu, Goldman Sachs, JTB (Japan Travel Bureau), Mitsui Trading, Mizuho Financial Group, Nikkei Shimbun, SMBC Mitsui Sumitomo Bank, Yamaha Music, and Yamaha Motors, among others.

**CONTACT INFO**

[probinson@ics.hit-u.ac.jp](mailto:probinson@ics.hit-u.ac.jp)

**RELATED LINKS**

[CSR \(ACCJ Journal\)](#)

[Volunteer work in Tohoku \(ACCJ Journal\)](#)

[Communication between Japanese & Westerners at work \(ACCJ Journal\)](#)

[Systems Thinking \(ACCJ Journal\)](#)

[Rekindling employee engagement in "post-Lehman Shock" Japan \(ACCJ Journal\)](#)

Professor Robinson has taught Management and International Business at New York University, and Corporate Strategy and Japanese Economics at Harvard University. She has been a visiting researcher at Hitotsubashi University, Japan Institute of Labor, UC Berkeley's Institute of Industrial Relations (Haas School of Business), and NTT, under the auspices of the Fulbright, Japan Foundation, and Shintaro Abe Fellowships.

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**Education**

Tish Robinson received her MBA and PhD from the Sloan School of Management at MIT, along with a Master's degree in Facilitation and Organizational Change with Arnold Mindell at the Process Work Institute.

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**Selected Papers and Publications**

She has papers published in ASQ, Academy of Management Perspectives, and Human Resource Management Review, among others. Her PhD thesis received best dissertation awards in international business from both the Academy of Management and the Academy of International Business, as well as two Fulbright fellowships. She also writes on organizational change, resilience, and organizational dialog in the business press.

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**Current Research and Activities**

Professor Robinson is a founding member of the Society of Organizational Learning Japan with Peter Senge, has been elected to the American Chamber of Commerce Board of Governors, and serves as an outside Board Director for Eisai Pharmaceuticals.

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# Contact Information

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## Contact Information

If you have any inquiries regarding GNW Tokyo Program by Hitotsubashi ICS, please contact:

Yoshinori (Yoshi) Fujikawa

Associate Professor & Faculty Director of MBA Program

Email: [yfujikawa@ics.hit-u.ac.jp](mailto:yfujikawa@ics.hit-u.ac.jp)

Tel: +81.3.4212.3052

Reiko Miyazaki (Ms.), MBA Program Director

Email: [rmiyazaki@ics.hit-u.ac.jp](mailto:rmiyazaki@ics.hit-u.ac.jp)

Tel: +81.3.4212.3072

Aya Ura (Ms.), Program Coordinator

Email [aura@ics.hit-u.ac.jp](mailto:aura@ics.hit-u.ac.jp)

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