



東京大学  
THE UNIVERSITY OF TOKYO

The Executive Management Program For U.A.E.

2019



EMIRATES  
JAPAN  
MARKETING  
COUNCIL

エミレーツ 日本マーケティング協議会



# BUILDING CAPABILITIES TOWARDS A BALANCED FUTURE.

Tawazun Economic Council –a prime enabler for a sustainable defense and security industry in the UAE – is proud to be the strategic partner for the Executive Management Program (EMP) for the UAE, designed in collaboration with the University of Tokyo (UTokyo) and the EmiratesJapan Marketing Council (EJMC).

While contributing to the economic diversification and development in the UAE, Tawazun Economic Council pays extra attention to the development of human capital and ensuring that Emirati national are well-equipped with skills, competencies and know-how needed to shoulder complex roles and responsibilities.

Tawazun Economic Council remains committed to contributing to the UAE Government's Vision for building UAE's human resources through its initiatives for the transfer of technology and technical know-how, development of infrastructure, capacity building and promoting innovative research in industrial domains.

Our contribution to the EMP for UAE and our long-standing cooperation with academia locally and internationally as well as UTokyo, is a testimony to our commitment in realizing the leadership's vision in providing future generations with the needed skills and competencies to drive future business imperatives and positively contribute to the economic diversifications.

The EMP for UAE is the outcome of a joint collaboration, research, and technology, which was signed between Tawazun Economic Council and UTokyo and facilitated by EJMC in June 2017.

This cooperation is largely important as it lays the foundations for a strong and sustainable partnership, as well as development of joint education and training programs both in the UAE and Japan.

Tawazun Economic Council in partnerships with the University of Tokyo – one of the world's leading research universities in the fields of science and technology looks forward to exploring areas of mutual interest that would lead to a positive and sustainable outcome for both nations.



# INDEX

05	At A Glance
	1.1 About The Program
	1.2 Value
	1.3 Eligibility
06	Background
08	Objective
09	The Original Method Of Todai
10	Impact Of The Original Todai EMP
12	Program Overview
13	Lectures & Classes
15	EMP 2019 Summary

# 01/

## AT A GLANCE

### 1.1 About The Program

The University of Tokyo Executive Management Program (EMP) for UAE is designed by Prof. Koichi Yamada Co-Chairman of EMP, lead by Emirates Japan Marketing Council, along with Tawazun Holdings leadership to provide insights relative to UAE's next decade of challenges towards the 2030 vision and beyond.

The program is presented by leading academic professors and industry leaders to share their experiences, case studies, and solutions for the challenges of tomorrow while enriching the participants with insights into Japans cutting-edge industry and scientific breakthroughs, which will sustain Japanese economies for decades to come.

### 1.2 Value

The EMP for UAE aims to nurture human resources with strong comprehensive expertise, particularly for people who are already working, whom will absorb the University's advanced knowledge in various fields and will develop deep insight and learning as well as practical and flexible execution capability.

### 1.3 Eligibility

The EMP for UAE is designed for industry leaders, visionaries, regulators from government, corporate sectors, agencies and NPO's;

To be eligible for the program, candidate must be:

1. UAE national.
2. Capable of the English language.
3. Preferably above 30 yrs old, or holds a C position or a prominent position by the state.
4. Acceptance confirmation by Feb, 2019.
5. Tuition Fees paid by March, 2019.



# WELCOME TO 2019 EMP PROGRAM



## BACKGROUND

The University of Tokyo is renowned worldwide as one of only a few institutions able to set and solve leading-edge issues using its accumulated world-class intellectual property. Today, the University takes on the challenge of shaping future leaders with the capabilities required in the coming age, by fully leveraging its proven track record.

The world inter-linkage we live in today, the essence of globalism, is progressing at unprecedented speed. This is accompanied by the dramatic increase in the complexity of every aspect of society, including politics, economics, technology, and culture. At the same time, the world is experiencing a huge transformation as it moves rapidly toward a multi-polar world order, having experienced the bipolar world order of the cold war, and the unipolar world order following the fall of the Berlin Wall. Besides the U.S., China and India, with their sizable populations and potential for economic growth, Russia, and its satellite countries as well the EU, form economic

spheres of several-hundred-million people. Moreover, both the population and wealth of the Arab world is increasing rapidly, and let's not forget Brazil. The resulting multi-polar structure is no longer the familiar "OECD countries and developing countries" scheme of the past.

In this multi-polar world, the United Arab Emirates is the fastest growing economy in the GCC region with an aspiring economic vision 2030, a growing population of 9 million, and a focused strategy on economic development, compounded by social & human resources development, infrastructure development and environmental sustainability, supported by the optimization of government operations which we have all witnessed are all a great and diversified driving initiatives over the last decade in support of this vision.

# 03/



CREATING  
FUTURE  
LEADERS

## Cont. BACKGROUND

In addition, the UAE is now confronted with fluctuating international oil prices, as well as the entry of newcomers to an exclusive market, all of which reinforcing UAE's vision to build a sustainable diversified non-oil based economy. This presented a challenge that has, as a result, ignited Industrial, scientific and educational initiatives and set goals for its industry and the world business community to participate in an effort to accelerate the realization of this great nation's vision.

The UAE has always shown resilience to changing economic and political environments. Currently, the government initiatives are presenting the UAE industry with huge growth opportunities, that have given rise to a newer challenge which requires more experienced manpower, equipped with know-how, knowledge, and skills to deliver the UAE into a new era of sustainable growth, social integration and ultimately becoming a knowledge-based economy.





## OBJECTIVE

The Todai EMP aims to provide future organizational leaders, particularly outstanding individuals in their forties with the potential to become top executives, a place to shape high-level management capabilities in every aspect of their personalities. The program is unlike anything that other institutions have offered to date.

In particular, the University will develop human resources who, no matter where they are in the world or what situation they face, are able to unaffectedly lead the situation based on solid knowledge, hold highly persuasive discussions with a due understanding of the participants' various cultural backgrounds, have the resilience and drive to build specific issue resolutions, and possess a charisma that goes beyond cultural differences to attract others.

When examined in terms of region, culture is the foundation of thought and daily life that is based on long-kept traditions and lore. Furthermore, normative culture, cognitive culture, and experiential culture all exist within the same cultural sphere. Future leaders are expected to possess at least the minimum knowledge and sympathy with regard to these various cultures. This is not the "kind but cold" personality that the elite segment tends to possess, but one that is "strict yet kind." It is a personality that possesses realistic thought that does not fall into an ideology-prone "general irresponsibility" in which everyone is responsible and therefore no specific individuals take responsibility, as well as a code of conduct with a clear foundation. It is from just such personalities that all charisma develops.

The Todai EMP is based on broad learning and the discipline of deep insight that lead to issue resolution and the acquisition of the latest knowledge in the variously expanding field of management. However, it also goes beyond these and stresses developing discussions in line with the goal of fostering issue-setting capability. To this end, the program devotes energy to unresolved issues and those likely to arise in each cutting-edge field, as well as to lively debates about new issues, unconstrained by the vertical divides among fields.

The coursework that lies at the core of the Todai EMP method focuses on a number of points. First is raising topics that, in all probability, can only be handled within Todai EMP. Second is taking a plain look at perspectives, ideas and ways of thinking.

# 05/

## THE ORIGINAL METHOD TODAI EMP

- The Todai EMP Method pursues training methods that cannot be used in regular programs, based on the assumption that participants exceed a certain standard based on years of experience from which they have gained knowledge, insight, and the capability to lead. Specifically, we aim for the following:
- Go beyond the usual vertical structure of academics to fully leverage the University of Tokyo's broad intellectual property, making it available to participants while promoting horizontal collaboration.
- Build a lecture series that does not slip into routine or stick to educational principles, but focuses on trying to structure the important issues we face today and offering a new perspective.
- Leverage moderators so that energy goes into discussions that are diverse and take new turns not anticipated by either lecturers or participants, rather than drawing a conclusion.
- Place the greatest importance on gaining perspective not through knowledge already created, but by understanding the origin and background of knowledge, and the tacit boundary conditions that arise from these.
- Master the use of hypothesis, metaphor, illustration/example, symbol, axiom, deduction (analogism), proof (verification), and binomial manipulation, and gain the ability to build universal logic that goes beyond culture.
- Aim to improve participants' information processing capability in today's information-overloaded environment, including insight and learning that utilizes the sharp distinction between "primary information" and "secondary information"
- Offer direct, on-site experience at the University's facilities and as much contact as possible with important world figures in the belief that "a picture is worth not a thousand, but 10,000 words"
- Have participants gain basic knowledge ahead of time by doing the "required reading," and in-class promote discussion focusing on cutting-edge, yet unresolved issues
- Create a unique environment unlike any other where lecturers expound not an official position but their "personal opinions and thoughts," and where discussion is possible
- Sustain, deepen, and mature thinking outside lectures through discussions among participants by leveraging the group network among participants.



TODAI CREATES A  
QUIET, SYSTEMATIC,  
AND TECHNICAL  
NATURE WITH A  
CLEVER, INVENTIVE  
MIND, ATTENTIVE TO  
DETAIL.

## IMPACT OF THE ORIGINAL TODAI EMP

Armed with the most advanced knowledge gained in the multifaceted and highly stimulating place provided by the Todai EMP, all participants will gain an overall self-awareness of what they knew and did not know. At the same time, they will deepen their recognition of their latent outstanding qualities and discover the catalyst needed to make them blossom even further. Specifically, participants can expect the following impact:



- Obtain an overall perspective on the most important and difficult issues in society today, and whether solutions are possible
- Gain the ability to state their own opinions on cutting-edge issues in their own (not borrowed) words based on solid knowledge
- Increase their understanding of the capability to identify and define issues, and precisely grasp how to discipline themselves in order to improve that ability
- Gain the resourcefulness to develop ideas and function anywhere in the world without losing themselves, based on their own strengths
- Increase their recognition of the need to improve multifaceted communication capability, gain an interest in the subtleties of human relations and become sensitive to a situation and, in a positive sense, the appropriate way to present themselves in that situation
- Exposed to and refined by the most advanced knowledge, assert themselves, and experience the reality that they are no longer taken back regardless of the topic they face
- Create a mental map of fields where they do not possess world-class management knowledge and of their blind spots, and understand how to gain an understanding of and leverage those topics
- Not only does their circle of outstanding colleagues beyond their fields and with whom they can interact openly expand, but the number of colleagues increases with the years
- Will have opportunities to broaden their intellect from a perspective that is different from when they were in the program, by remaining active as moderators within the "framework" of EMP, even after completing the program.
- That can develop only in this particular location. The Third is a free environment of debate that goes beyond the typical approach of teachers who evaluate and students who are evaluated. And fourth is that, rather than coming up with solutions, new issues will emerge out of the fresh perspective and vision that participants will gain.

The EMP for UAE is designed to take the essence of the above mentioned original Todai EMP method. It will provide the enrolled students the profound insight into the vision for the future image of UAE.



## 07/

PROGRAM  
OVERVIEW

This unique and exclusive program was configured to present industrial, philosophical and scientific knowledge to promote industrial composite based on intelligent society approach to industry leaders in the United Arab Emirates.

A practical management capability training program incorporating cutting-edge knowledge, and based on historically refined and expansive learning.

**The EMP for UAE comprises of 16 classes, as described here:**

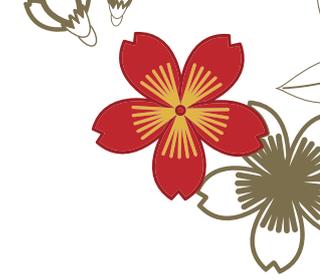
- |                           |                     |
|---------------------------|---------------------|
| <b>1. Lectures</b>        | <b>: 14 classes</b> |
| <b>2. Corporate Visit</b> | <b>: 02 classes</b> |

PROGRAM  
OUTLINE

1. The EMP for UAE is specially tailored to expose UAE participants to an exemplary set of well established and highly experienced scientific professionals actively involved in complex and challenging Japanese national projects.
2. The EMP for UAE is scheduled for a total of 8 days which includes, **4 days in June and 4 days in November, 2019**. The EMP for UAE is designed for highly educated and influential individuals, with at least 10 years of experience and above 30 years of age.
3. The EMP for UAE can accommodate up to **20 Participants Only**.
4. Participants meeting the prescribed conditions are issued a course completion certificate.
5. Classes will be held in English.
6. Registration for participants **closing date is February 26th, 2019**. Once submitted; participants will receive confirmation of acceptance in the EMP within **3 working days**. Payments should be made within **5 working days** from the date of acceptance confirmation.



A LEADERS PROGRAM  
CONFIGURED TO PRESENT  
INDUSTRIAL, PHILOSOPHICAL  
AND SCIENTIFIC KNOWLEDGE



# Curriculum for EMP, Special UAE version

## LECTURES & CLASSES

### 1 Program Details

**1.1 Participant:** 15 - 20 from UAE government or corporate executives with English skill.

**1.2 Classes:** 4 days in June & 4 days in November 2019.

1st class	10:00 - 11:40
Lunch time	11:40 - 12:40
2nd class	12:40 - 14:20

**1.3 Theme of class:** To present philosophical and scientific knowledge to promote industrial composite based on intelligent society to the leaders in UAE.

#### 1.4 Class Category

- 14 Classes
- Corporate visit: One visit, 2 Classes

**Total class: 16 classes**

### 2. The Lectures

#### 2.1 Manufacturing (Monozukuri) Capabilities of Japanese Firms

Many Japanese manufacturing firms are genba (manufacturing site) oriented in the sense that they aim at stable profit ratios and stable employment at the same time, or pursuing customer satisfaction and investors' profits at the same time. We explore various routines, functions and history of the system.

#### 2.2 Architectural Strategies of Japanese Firms

There are two important aspects of manufacturing in Japan coordination-rich manufacturing sites (genba) and coordination-intensive products such as high-functional passenger cars. In the second part of the lecture, we focus on the concept of product architecture, design-based comparative advantage and architectural strategy

We propose the design-based comparative advantage hypothesis, showing differences between American, Chinese and Japanese firms.

#### 2.3 Lessons Learned from a Petrochemical Company Past Overseas Petrochemical Projects

By taking an example of a Japanese petrochemical company which attained success through two major overseas projects, we will shed light on what are the key elements for the success - for building

the foundation of the safe and highly integrated operations, establishing stronger ties with the joint-venture partners.

#### 2.4 Reformation and Innovation for Sustainable Growth of a Photographic Film Company

A photographic film company required transformation due to loss of color film business by digitalization.

For reformation of the organization, first action was defining the core competences which are useful for new business of the film company. Strategy and human resources are also critical for the wishful goal.

We discuss conditions to be successful in developing new business.

#### 2.5 The road to Innovation, the history of the University of Tokyo

We explain the history of the University of Tokyo contributing to Japanese modernization. You will find how we strove to absorb and interpret the outcome of modern social sciences from Western countries without abandoning our traditional knowledge such as Buddhism, Confucianism, national learning etc. We also discuss how the University of Tokyo played a role in establishing modern education and research system since its foundation in 1877.

#### 2.6 Japan's industrial policy and productivity improvement

The rapid growth of the Japanese economy after the World War II was not achieved through the introduction of foreign capital but through mainly the use of domestic capital with the introduction of foreign advanced technologies. This class will review the Japanese industrial policy from the end of World War II until today, focusing on the variety of policies related to productivity improvement.

#### 2.7 Religion(s) in Japan

If you ask Japanese, what their religious faith is, there will be no clear answer in most cases but they are not determined atheists. As a result, so-called religious conflicts hardly occur in Japan.

In the process of "modernization", it was debated whether Japan should import "religion" (Christianity) from the Western World. But the ambiguous religious situation spread across the whole society because of the

peculiar historical process in modern Japan.

#### 2.8 Scientific Development and Japanese Thought

We will discuss how Japan at the dawn of capitalism work out differences between its traditional thought and Western capitalism.

#### 2.9 Importance of science and engineering predicting the future

The methodology of science and engineering prediction, future individual energy technologies and progress of energy systems will be explained. We will also discuss the future low-carbon power supply configuration and power cost results in Japan and UAE.

#### 2.10 Extension of healthy life expectancy and healthcare system

Nation's health care policy is one of the most powerful determinants of population's health expectancy and health gap.

This class outlines the scientific knowledge (social epidemiology etc) about the social gap in health and global policy discussion on health equity.

#### 2.11 Introducing the latest revolutionary technology from the University of Tokyo for predicting future 1

The molecular biological substance, such as polymer and liquid crystal is called soft material which has been contributing to the human life. This class will cite the new polymer material as an example of practical application of the technology to the industry.

#### 2.12 Introducing the latest revolutionary technology from the University of Tokyo for predicting future 2

##### Seeking for a new second: Optical lattice clocks

Progress of optical lattice clocks in the last decade is overviewed. Possible impacts and applications of optical clocks are discussed, such as testing the fundamental laws of physics, developing relativistic geodesy, and implementation for the future society.

##### Discovery of the innovative special peptide drug



This class will review the passage of technical development and future trend on the special peptides search. We try to foresee how the special peptide drug discovery method will change in the future.

**2.13 Development research in University and Industry in Japan**

We will share the experience of how to develop research level.

**2.14 Development system of turbine technology and the future of turbo engine**

In addition to a lecture on turbo technology, the research and development system of a Japanese heavy industrial company will be explained.

Targeted implications, tips for building a technology development system

## Corporate visit

1 Day Visit, 2 Classes

**\* The curriculum is subject to change.**



# EMP 2019 SUMMARY

- First Sessions** : June 2019
- Second Sessions** : November 2019
- 
- Number of Participants** : 15 - 20 people
- Program tuition Fees** : **Fee is inclusive of all the following:**
- 26,000 US\$ + (5% VAT)
  - Transportation Round trips to University / Companies
  - Recommended Hotels (Not Included) and Pickup Point will be provided
- 
- Program Venue** : Mostly the Main Conference Room, Ito International Research Center (Hongo Campus of the University of Tokyo) except for the company visit it will be on location.
- 
- Prerequisites for application** :
- UAE National.
  - Individual who's 30+ years of age.
  - Holding a C-Level position minimum or equivalent in government organizations.
  - 10 years of experience minimum.
  - Holder of Masters degree preferred or Bachelor as a minimum.
  - Good control and understanding of the English language.
- 
- Application Open** : Apply Now! On: [www.ejmc.co](http://www.ejmc.co)
- Registration Before** : Tuesday, February 26, 2019
- Application Approvals** : Thursday, February 28, 2019 or before.



"The copyright and other intellectual property rights of the teaching materials used and the lectures provided by lecturers in charge for UTokyo EMP shall belong to UTokyo or the person designated by UTokyo (provided, except some part of teaching materials and something cited in lectures whose intellectual property rights belong to the third party).

UTokyo will not make any transfer or permission to use copyright or other intellectual rights by offering teaching materials and lectures. Participants shall not make any reproduction, modification, distribution, public transmission, or other infringement of copyright, other intellectual property rights, or moral rights of UTokyo and the person designated by UTokyo.

Participants shall not use, disclose or leak to the third party, know-how or other information of the plan and the administration of the program that they were able to know by implementation of UTokyo EMP, without prior written permission of UTokyo.

Participants shall not hold lecture courses or other undertaking by utilizing contents or other thing of UTokyo EMP by oneself or by a third party, without prior written permission of UTokyo."



A CLEAR INSIGHT INTO THE FUTURE  
AND CHALLENGES BEYOND





東京大学  
THE UNIVERSITY OF TOKYO



E  
M  
I  
R  
A  
T  
E  
S  
  
J  
A  
P  
A  
N  
  
M  
A  
R  
K  
E  
T  
I  
N  
G  
  
C  
O  
U  
N  
C  
I  
L

エミレーツ日本マーケティング協議会