



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

MIJSC

Mizuho India Japan Study Centre

MIZUHO INDIA JAPAN STUDY CENTRE

A Centre of Excellence

Indian Institute of Management Bangalore

2025 Edition



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ABOUT THE CENTRE

Established in 2017 at the Indian Institute of Management Bangalore, the Mizuho India Japan Study Centre is a Centre of Excellence dedicated to accelerating high-impact collaboration and partnership between India and Japan. Mizuho Bank (A leading Investment bank) serves as a key patron of the Centre.

Against the backdrop of a growing India–Japan partnership, MIJSC pursues interdisciplinary activities that bring together academia, business, and government from both nations.

Located within a premier management institute of national importance in Bangalore —home to over 400 Japanese companies—the Centre provides a stimulating environment for intellectual exchange, benefiting researchers, industry professionals, and policymakers.

Vision: To promote understanding of Japan in India and India in Japan.

Mission: To be the preferred partner for Engagement and Interaction among the triple helix of Academia, Business and Government in India and Japan.



LEADERSHIP

that Shapes the Mission

At MIJSC, our vision to strengthen India–Japan collaboration is shaped and steered by leaders whose experience spans diplomacy, academia, industry, and transformative change. Their expertise ensures that every initiative we undertake is rooted in strategic foresight, cultural understanding, and real-world impact.

Prof. Jaideep Sarkar –

Chairperson, MIJSC

Prof. Jaideep Sarkar, Professor of Practice in the Entrepreneurship Area at IIM Bangalore, leads both the Mizuho India Japan Study Centre (MIJSC) and the Israel Centre at the institute. A retired Ambassador and distinguished Indian Foreign Service officer, he has served in pivotal roles within the Prime Minister's Office, Ministry of Finance, Ministry of External Affairs, and multiple Indian missions abroad. With deep expertise in India–Japan relations, Prof. Sarkar brings a rare blend of diplomatic insight, policy acumen, and academic leadership. His work spans cross-cultural perspectives on innovation, emerging markets, and forward-thinking public policy — shaping the Centre's mission to foster impactful bilateral engagement.



Mr. Saideep Rathnam –

Chief Operating Officer, MIJSC

An alumnus of the Indian Institute of Science (IISc) and IIM Bangalore, Mr. Saideep Rathnam brings over 47 years of distinguished experience at the intersection of industry and academia. A nationally recognized authority in Lean Manufacturing Practices, he has transformed manufacturing efficiency across sectors and shaped policy-level initiatives as Senior Advisory Committee Member of the Confederation of Indian Industry's Visionary Leaders for Manufacturing (VLFM) program. Author of *Creating Next Generation Manufacturing Change Leaders*, Mr. Rathnam has pioneered methods to develop industry-ready engineers and is driving their integration into engineering education nationwide. His leadership at MIJSC ensures every program blends academic excellence with real-world impact.



OBJECTIVES

MIJSC plays a vital role in bridging academic and business interactions between India and Japan, with a focus on fostering sustainable partnerships across various domains. The Centre works to:

- 01** • **Advance Collaborative Research:** We facilitate joint studies and projects with Japanese universities, industry experts, and policymakers, focusing on areas such as innovation, sustainability, and technology transfer.
- 02** • **Engage with Industry and Government:** The Centre collaborates with industry leaders and government bodies to address mutual business interests and opportunities, particularly in infrastructure, energy, and SME sectors.
- 03** • **Support Academic and Cultural Exchanges:** By offering programs like student exchanges, Japanese language courses, and executive training, MIJSC strengthens cultural understanding and prepares professionals for success in India-Japan business environments.
- 04** • **Disseminate Research Outcomes:** Through publications, seminars, and events, MIJSC shares insights on relevant India-Japan business topics, helping to inform policy and business strategies.

**MIJSC AT IIMB AIMS TO BE A CATALYST FOR
ENDURING INDIA-JAPAN COLLABORATION
DRIVING BOTH COUNTRIES TOWARDS
SHARED GROWTH AND INNOVATION.**



OUR INITIATIVES

1. Advancing Collaborative Research

1.1 Research Projects

1) IIMB and International Faculty Research sponsored by MIJSC

MIJSC invests in original, high-impact academic research that strengthens the India–Japan knowledge ecosystem. We fund IIMB faculty-led studies and collaborative projects with leading Japanese institutions, enabling evidence-based insights that inform policy, guide business strategy, and enrich academic discourse.

Current Project:

As part of this initiative, Dr. Tirthatanmoy Das, Associate Professor at IIM Bangalore, and Dr. Takahiro Nishi, Associate Professor at the School of Commerce, Faculty of Commerce, Meiji University, are jointly conducting a research project titled: “Firm Performance and Board Diversity in Japan: Direct Effect, Firm Efficiency.”



Dr. Tirthatanmoy Das



Dr. Takahiro Nishi

2) Distinguished In-Visitors Program

The Distinguished In-Visitors Program brings eminent Japanese scholars and researchers to IIMB for immersive, short-term residencies. MIJSC funds and hosts these visits, providing both logistical support and facilitated access to Indian industries, institutions, and policymakers. By enabling field visits, on-site observations, and direct engagement with local stakeholders, visiting researchers gain a deeper, context-rich understanding of India’s economic and business landscape — enhancing the relevance and impact of their work.

Recent Impact:

During her visit to MIJSC, Prof. Takeda (Keio Business School) expressed strong interest in formalizing a joint research initiative with IIMB faculty, resulting in the proposed collaboration with Prof. Srinivasan on foreign institutional investments and firm behaviour.



3) Support IIMB Faculty led Research Projects

Since 2019, MIJSC has directly funded **eight** IIMB faculty research projects focused on Japan. These studies have progressed from working papers to submissions in reputed international journals, expanding the body of peer-reviewed scholarship on topics central to India–Japan relations.



4) Kizuna Sabha– A Research Dialogue and Enquiry between India and Japan

Kizuna Sabha is an interdisciplinary research forum dedicated to advancing scholarship, knowledge exchange, and academic dialogue on all dimensions of India–Japan relations — spanning international relations, business and trade, technology, politics, and culture.

The forum welcomes contributions from students, scholars, and practitioners worldwide, working at the intersection of Indian and Japanese contexts.



5) Monograph Series — Studying India and Japan Connects

Launched in 2021, this monograph series dives deeper into events as lectures, webinars or seminars etc., exploring the perspectives from cross the globe. Drawing from contributions by academics, industry leaders, policymakers, entrepreneurs, artists, and scientists, the series studies the perspectives on contemporary topic and discusses the implications on society.

Each monograph is grounded in the themes and knowledge gaps identified during our expert-led events, with MIJSC research associates conducting further investigations to produce rigorously sourced analyses. The series is structured into four thematic pillars:

**LEADERSHIP, MANAGEMENT & BUSINESS —
STRATEGIES AND INSIGHTS
FOR NAVIGATING THE GLOBAL STAGE.**

**SCIENCE, TECHNOLOGY & SUSTAINABILITY —
INNOVATING FOR A BETTER FUTURE,
INSPIRED BY HISTORY AND NATURE.**

**INNOVATION, TRADITION & SOCIETY —
BALANCING PROGRESS WITH CULTURAL
HERITAGE.**

**PEOPLE, ART & CULTURE —
CELEBRATING SHARED AND UNIQUE
CULTURAL EXPRESSIONS.**

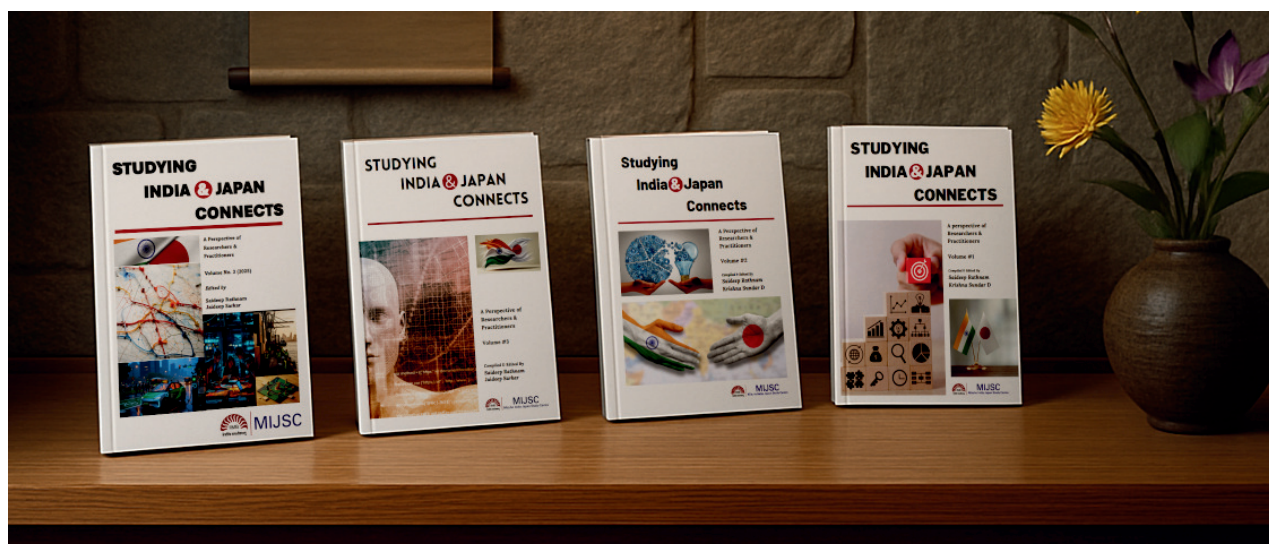
WE HAVE PUBLISHED

30+

**RESEARCH
ARTICLES**

04

VOLUMES



2. Engaging with Industry

MIJSC serves as a strategic bridge between academia and industry, enabling cross-border collaboration that fuels innovation, investment, and sustainable growth. As IIM Bangalore's focal point for India-Japan industry engagement, we bring together business leaders, entrepreneurs, policymakers, and academics to design partnerships with measurable outcomes which positively impact academia and industry.

2.1 Engagement with Japanese Industry Bodies

MIJSC partners with leading Japanese industry bodies to foster dialogue, enable investment and collaboration, and connect students with enterprises for talent exchange — creating opportunities for skilled talent to contribute to industry needs in both India and Japan

Entrepreneurial Exchange

MIJSC has been engaged with many Japanese Industry bodies such as JETRO, JICA, and METI.



These visits feature an immersive sessions where high-growth Indian startups present their journeys — from incubation to market scaling — offering first-hand insights into India's dynamic startup ecosystem. These exchanges open up pathways for investment dialogue, market entry strategies, and mentorship linkages between the two innovation ecosystems.



2.2 Lean Manufacturing Transformation (LMT) — Embedding Japanese Excellence in Indian Industry

The **Lean Manufacturing Transformation** program, academically anchored at MIJSC, is an advanced capability-building initiative designed to **stabilize, standardize, and enhance manufacturing processes** while embedding a culture of waste reduction and employee empowerment.

Program Objectives:

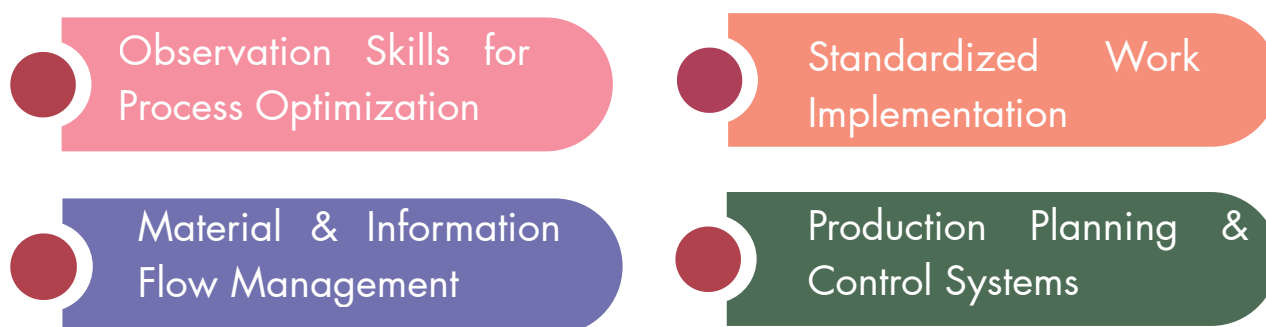
- Improve **material and information flow** across operations.
- Strengthen **production planning and control** for higher predictability.
- Equip employees with **observation skills** and standardized work practices to ensure sustained gains.
- Reduce costs and improve delivery performance without compromising quality.

A Hybrid Learning Experience — SIX-Month Impact Journey

Delivered over **SIX** months, the program blends:

- **Digital Learning:** Foundational and advanced modules hosted on IIMB's state-of-the-art MOOC platform.
- **Industry Mentorship:** Targeted guidance from manufacturing experts to translate theory into shop-floor transformation.
- **2 days of Immersive Learning at IIMB**

Core Learning Tracks:



2.3 Executive Education Program

MIJSC's **Executive Education Programs (EEP)** bring the depth, precision, and discipline of Japan's most respected management practices to Indian corporate leadership.

Whether for an individual executive seeking to refine leadership capabilities or a company cohort aiming to align strategy and performance, EEPs are designed to deliver actionable insights with measurable business impact.

Core Focus Areas:

- **Japanese Approaches to Quality Management:** embedding continuous improvement into the organizational DNA.
- **Hoshin Kanri:** aligning strategic vision with operational execution.
- **Lean Project Management:** streamlining processes for maximum efficiency.
- **Lean Transformation:** embedding long-term operational excellence across functions.

Tailored Cohorts: Customized for Organizational Strategy

Recognizing that one-size leadership training no may not meet the complex business needs of some companies, MIJSC offers tailored cohorts — custom-designed to align with the industry context, operational challenges, and strategic objectives of a specific organization.

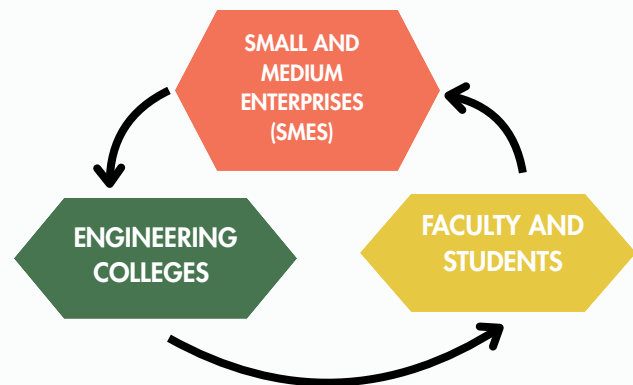


3. Supporting Academic Initiatives

3.1 Lean Manufacturing Practices Program (LMP)

The Lean Manufacturing Program is a pioneering collaboration between industry and academia that integrates Japanese-inspired Lean Transformation principles into India's manufacturing sector.

LMP operates as an ecosystem that connects:



Purpose and Vision:

The LMP initiative is founded on the belief that sustainable industrial growth requires manufacturing change leaders. These are engineers who are not only technically proficient but also skilled in driving process improvement.

Through Lean Manufacturing Practices (LMP), students are trained to identify inefficiencies, reduce waste, optimize resource use, and cultivate a culture of continuous improvement.

Strategic Outcomes:



Talent Pipeline Development: Engineering graduates equipped with globally recognized Lean skills, ready to transform manufacturing operations.



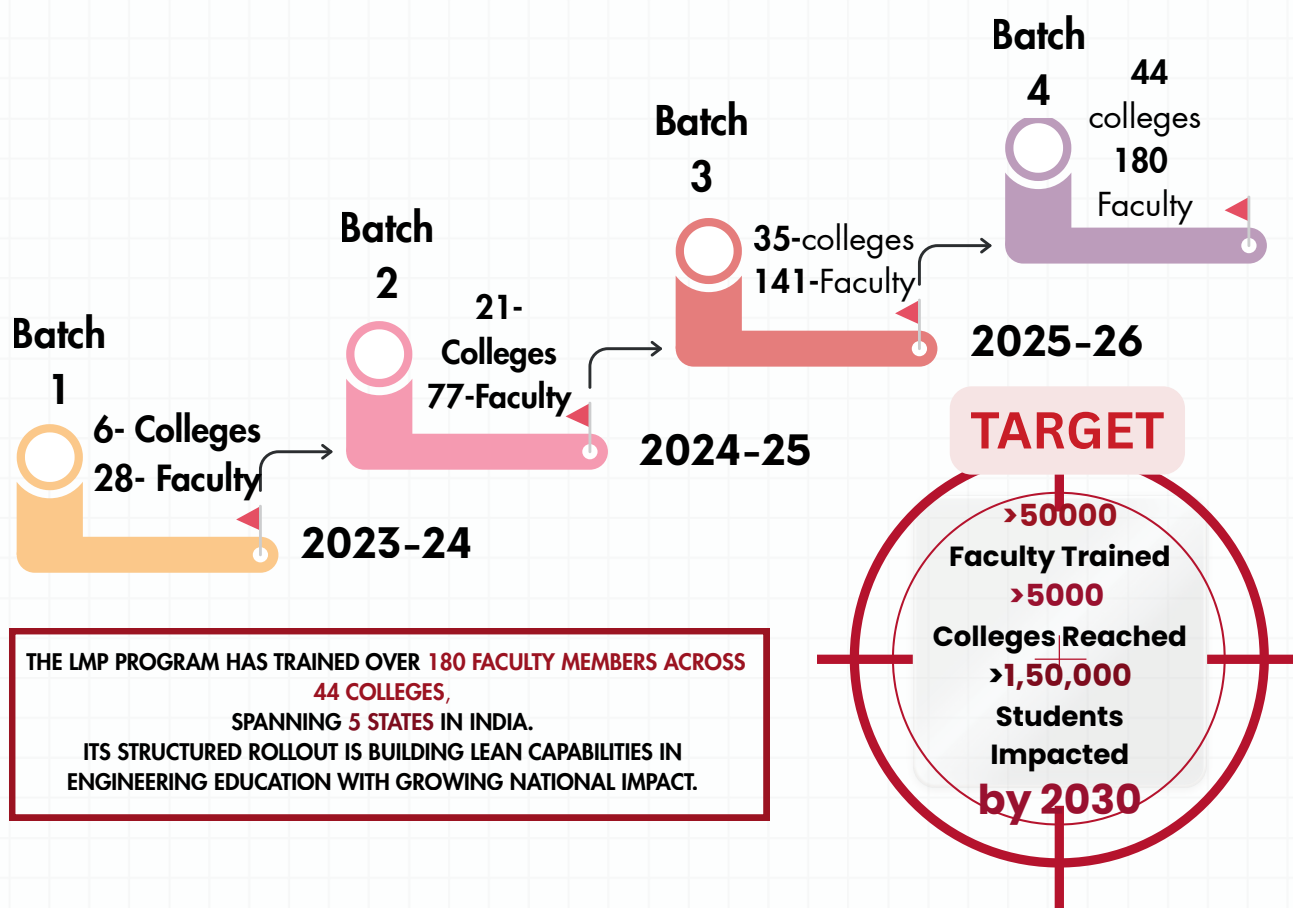
Industry–Academia Symbiosis: SMEs gain access to emerging talent capable of solving real-world production challenges, while students gain hands-on experience with industry projects.



Sustainable Competitiveness: Lean thinking is embedded at the grassroots level of industrial operations to ensure long-term productivity and growth.

Impact on the Manufacturing Landscape:

By integrating Lean principles into academic training, the VLCI-LMP framework creates professionals who are prepared to lead India's manufacturing transformation. This generates a reinforcing cycle in which industries gain skilled change agents and graduates gain career-defining exposure to live projects in high-impact operational settings.



Unique Pedagogy: Hybrid Learning That Translates Knowledge into Skills

The LMP program follows a distinctive hybrid model that blends online learning with real-world application:

Step 1: Build Foundational Knowledge

Participants engage with curated MOOCs platform reinforced by interactive sessions with industry experts for continuous conceptual clarity.

Step 2: Apply Through Field Immersion

Assignments require participants to visit factories, gather on-ground data, and observe real manufacturing environments. MIJSC actively facilitates these industry visits to ensure hands-on learning and skill development.

3.2 Elective Courses — Building Global Readiness Through Japan-Focused Learning

1) Business Planning for International Markets (BPIM) – Japan

Purpose and Scope

BPIM–Japan equips students with a deep understanding of the complexities involved in launching and managing businesses in international markets, with a specific emphasis on Japan’s unique cultural, economic, and regulatory environment. The course integrates strategy, cultural intelligence, and market analysis into a single applied learning experience.

Learning Objectives

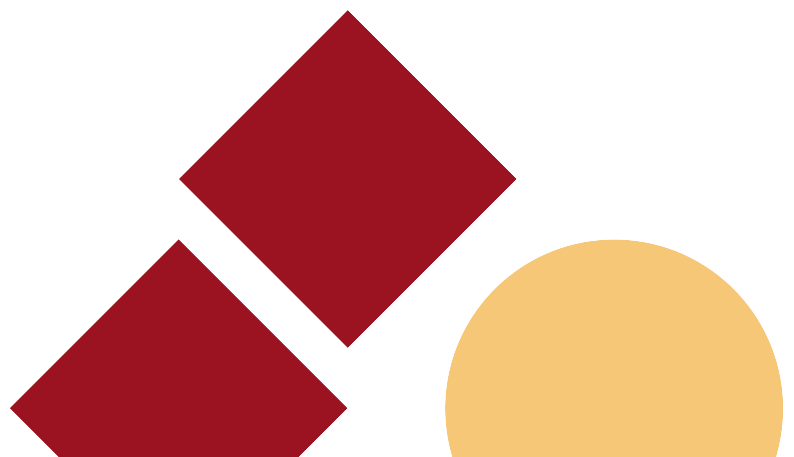
- Develop actionable strategies for business creation and expansion in culturally distinct markets.
- Understand Japan’s corporate structure, decision-making processes, and relationship-based business culture.
- Master practical tools for entering and scaling in Japan’s highly competitive market.

Immersion Component

During Semester 5 - 6, a select cohort of 25 students participates in a one- to two-week immersion program in Japan. The visit includes:

- Direct engagement with Japanese business leaders and entrepreneurs.
- Company visits to observe operational and cultural practices.
- Application of classroom learning in real-world settings, reinforcing strategic and cultural adaptability.

BPIM–Japan continues to prepare students to design effective market-entry strategies, navigate intercultural dynamics, and understand Japan’s strategic role in global business.



2) Understanding Contemporary Japan – A Nation in Transition (UCJ)

Course Overview

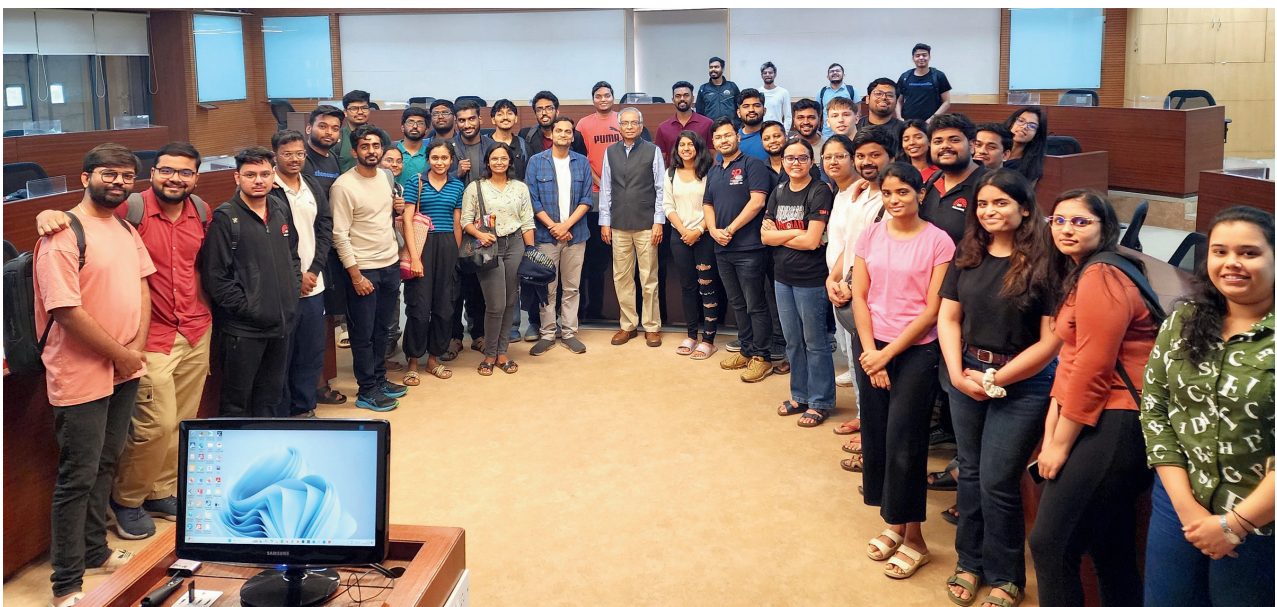
Launched in 2024, UCJ offers Postgraduate Program (PGP) students a comprehensive exploration of Japan's transformation in the age of **Society 5.0** — a vision for a super-smart society that blends advanced technology with societal well-being. The course addresses the structural and cultural shifts that have defined Japan's evolution since the economic stagnation of the 1990s.

Core Focus Areas

- The reinvention of "Japan Inc." in response to technological change, demographic shifts, and evolving global markets.
- The adaptation of traditional Japanese management practices to meet contemporary demands for innovation and agility.
- The interplay between heritage, modernization, and competitive positioning in global business.

Learning Approach

Students analyze case studies, track market trends, and engage in structured debates on how Japan balances its historical strengths with forward-looking reforms. The course fosters a critical perspective on how traditional frameworks can evolve to serve modern economic needs.



3.3 AGILE-UG — Agile Entrepreneurship Development through International Collaborative Learning

Program Overview

Hiroshima University, with a legacy spanning over 150 years, is recognized as one of Japan's leading national research universities. Comprising 12 undergraduate schools and 4 graduate schools across three campuses, it is home to over **15,000 students**, including **1,831 international students from 96 countries and regions** (as of May 2024). Since 2014, Hiroshima University has been among the **13 top global universities** in Japan, known for its strong research output and international collaborations.

AGILE Entrepreneurship Development Program

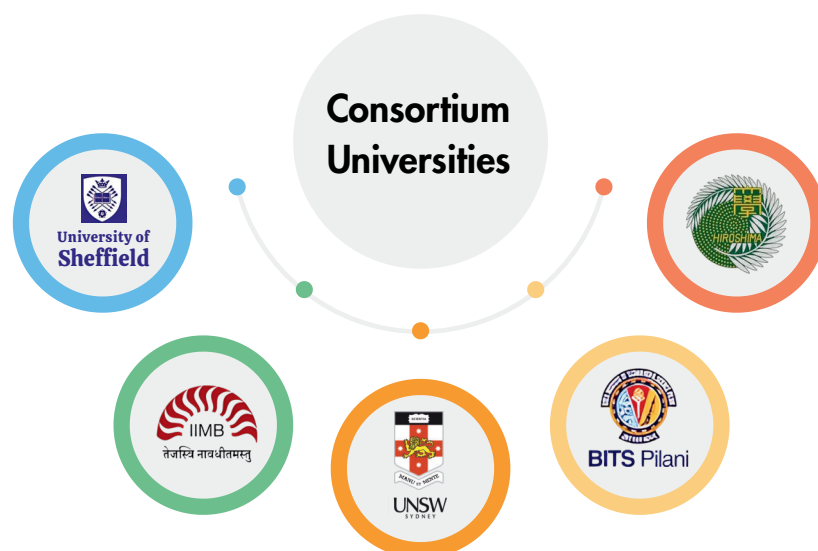
Funded by Japan's Ministry of Education, Culture, Sports, Science and Technology (MEXT), the **Agile Entrepreneurship Development Program through International Collaborative Learning (AGILE)** is a multi-phase initiative designed to foster entrepreneurial skills and global mindsets through cross-border academic and industry engagement.

Collaborative Online International Learning (COIL): Virtual exchange with students from partner universities to explore entrepreneurship concepts and market perspectives.

AGILE Workshop (AY2025, Hiroshima University): On-campus entrepreneurship and innovation workshop.

Semester Exchange: One or two semesters at Hiroshima University for immersive academic and cultural exposure.

Internship Program: Industry placement during the exchange period for real-world entrepreneurial practice.



4. Fostering Societal Bonds

4.1 Immersive Learning Programs

MIJSC designs and delivers **immersive, cross-cultural programs** that bring Japanese students, entrepreneurs, and business professionals into the heart of India's economic, cultural, and industrial landscape. These programs blend **classroom learning, industry engagement, and cultural exploration** to build mutual understanding and long-term connections between India and Japan.

Core Features

- **Interactions with IIMB faculty:** Lecture and discussion sessions on topics like entrepreneurship, frugal innovation and cultural dynamics.
- **Cross-Cultural Learning:** Structured exercises that develop observation skills, cultural fluency, and analytical thinking.
- **Entrepreneurship Engagement:** Direct interaction with Indian startups and entrepreneurs, sharing perspectives on innovation and market growth.
- **Industrial Exposure:** Shop-floor visits to Indian manufacturing facilities with Japanese links to observe operations, quality control, and workforce dynamics.
- **Heritage & Reflection:** Visits to historic sites that encourage reflection on craftsmanship, legacy, and long-term vision.



4.2 Japanese Language Conversation and Culture (JLCC) Program

Where Language Learning Meets Cultural Immersion

The JLCC Program is more than a language course — it is a gateway to authentic Japanese communication and cultural fluency. Designed for professionals, students, and cultural enthusiasts, JLCC blends rigorous language training with hands-on cultural experiences, ensuring every participant leaves not just speaking Japanese, but *thinking* Japanese.

Program Highlights

Language Labs that Deliver Results

Our sessions use the dynamic World Café methodology to make learning interactive, practical, and enjoyable. Participants sharpen grammar and expand vocabulary through collaborative exercises, culminating in confident **90-second Japanese presentations** by the program's end — a visible leap in skill and self-assurance.

Immersive Cultural Exploration

JLCC takes learning beyond the classroom into real cultural practice.

Participants engage in:



Ikebana — the meditative art of Japanese flower arranging.



Origami — mastering precision, patience, and creativity through paper folding.



Business Card Exchange (Meishi) — a vital ritual in Japanese professional culture, taught for fluency in both language and manner.



Chopstick Etiquette — essential dining skills that show cultural respect.

A Community that Learns Together

JLCC is built on the belief that language thrives in community:

Buddy System: Each learner is paired with a dedicated peer, creating built-in accountability and encouragement.

Collaborative Learning: Peer mentors lead group activities, building an atmosphere where learning is shared, mistakes are welcomed, and progress is celebrated.

The Outcome

By the close of the JLCC journey, participants are not only more proficient in Japanese but also culturally confident — equipped to engage meaningfully with Japanese professionals, navigate cultural nuances, and create authentic connections that open doors to new opportunities. It also prepares the student for JLPT (N4, N5) exams.



4.3 Webinars & Seminars — Expanding Reach, Deepening Dialogue

The MIJSC webinar and seminar series continues to serve as a high-impact platform for advancing mutual understanding between India and Japan. Designed to connect leading experts with the IIMB community and a global audience, each session delivers targeted insights into the challenges and opportunities shaping industry, academia, and society.



40 +
Sessions
Conducted



50+
Experts



80+ Hours
Live knowledge-
driven engagement



1K +
Views per
Session

5. Interaction with Government and Impacting Policy Making

MIJSC actively engages with government bodies and public sector agencies to strengthen bilateral ties, explore strategic collaborations, and provide research-backed insights for policy formulation. These interactions aim to unlock opportunities for talent exchange, investment, and business expansion between India and Japan.

5.1 Government and Public Sector Engagements

MIJSC hosts delegations and engagement in strategic discussions with Japan's economic and industrial developmental offices.



Discussions have centered on creating structured talent exchange pathways, identifying sectors for bilateral investment, and enabling market entry for businesses into Japan's regional and metropolitan hubs.

5.2 White Papers for Decision Makers

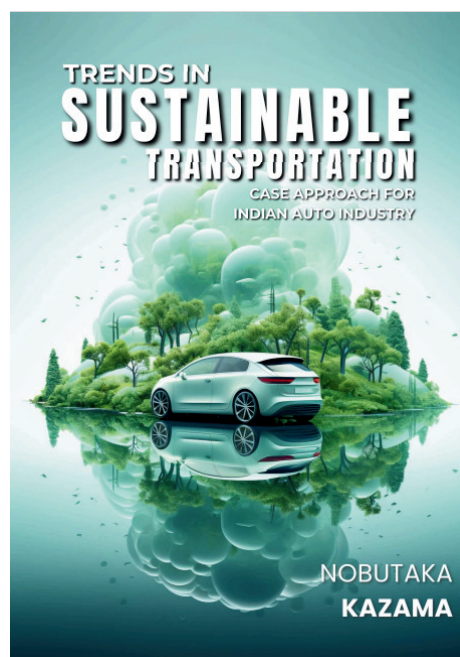
To support evidence-based policymaking, MIJSC sponsors white papers that deliver actionable insights to decision-makers in industry, academia, and government. These publications are designed to address critical areas of mutual interest and provide concrete strategies for implementation.

Past Knowledge Contributions

Building Global Insights: Prof. Nobutaka Kazama's Contribution to India's Sustainable Transportation Future

MIJSC commissioned **Professor Nobutaka Kazama**, Professor Emeritus at Meiji University, Tokyo, and a leading authority in automotive industry research, to produce an in-depth analysis of global approaches to sustainable transportation.

This white paper compared strategies from Japan and India, presenting the strengths and trade-offs of each model. The findings provided Indian policymakers and industry leaders with a clearer understanding of how international best practices could be adapted to India's unique context.



PARTNERSHIPS AND STAKEHOLDERS

MIJSC's impact is built on the strength of its partnerships. We are privileged to work alongside industry leaders and academic institutions that share our vision of fostering meaningful India–Japan collaboration, advancing research, and shaping future-ready talent.

1. Industry Partners — Driving Change Beyond Business

We extend our sincere appreciation to our industry partners whose support goes far beyond sponsorship. Their commitment to corporate social responsibility and philanthropy directly enables MIJSC to deliver programs that create long-term societal and economic value.

As our principal sponsor, **Mizuho Bank** has consistently championed initiatives that strengthen cross-border understanding and knowledge exchange. Their vision aligns with ours in building bridges between India and Japan, not just in finance, but in education, leadership, and cultural exchange.



TOSHIBA
Toshiba Software India Pvt. Ltd.

A technology leader that invests in human capital and innovation, Toshiba Software's support helps us deliver advanced executive education and capability-building programs, empowering professionals to excel in a globalized economy.

With a strong legacy in healthcare innovation, BPL Medical Technologies supports our mission to bring industry insights into the classroom and promote solutions that improve lives while advancing bilateral business collaboration.



Through their CSR initiatives, these organisations help translate MIJSC's academic expertise into real-world impact — from research and training to cultural immersion and policy influence.

2. Academic Partners — Advancing Knowledge Without Borders

We are equally grateful to our academic partners in Japan whose collaboration fuels our research and educational mission. Their openness to joint programs, faculty exchanges, and collaborative research ensures that learning is both globally informed and locally relevant.

Partner Universities



HIROSHIMA UNIVERSITY



WASEDA University



Keio University
Tokyo, Japan



HITOTSUBASHI
UNIVERSITY

These partnerships enable MIJSC to bring cutting-edge insights into the classroom, enrich our students' global perspectives, and foster an enduring culture of cross-border academic excellence.

OPPORTUNITIES FOR ENGAGEMENT

MIJSC offers multiple pathways for students, faculty, industry, and institutions to engage, collaborate, and create lasting impact in the India–Japan corridor. Whether your goal is research, skill development, or business expansion, our programs provide the platform, expertise, and network to help you succeed.

FOR THE INDIA–JAPAN COMMUNITY

Kizuna Sabha – Forum for Dialogue and Exchange

Kizuna Sabha is an open platform for meaningful dialogue, designed to bring together voices from all walks of life — students, faculty, Japan enthusiasts, industry leaders, and curious minds. Discussions explore the trends, challenges, and opportunities shaping India–Japan relations, as well as personal experiences of Japan in India and India in Japan.

FOR IIMB AND JAPANESE UNIVERSITY FACULTY

Call for Research Proposals

MIJSC invites IIMB faculty members to submit proposals for projects that explore themes relevant to India–Japan relations. Proposals could be individual or collaborative with faculty from Japanese Universities. Selected projects may be supported through research funding, subject to careful review and agreement on terms.

FOR STUDENTS AND LANGUAGE LEARNERS

Japanese Language Conversation and Culture (JLCC) Course

Immerse yourself in Japanese language and culture through an experiential learning model that combines conversational fluency with hands-on cultural workshops. Perfect for aspiring global professionals.

FOR JAPANESE INSTITUTES AND FIRMS

Immersive Programs in India

Register for curated immersion experiences that combine business insights, industry visits, and cultural exploration — designed to help Japanese institutions and companies build strong India-facing strategies.

FOR INDIAN INDUSTRY AND CORPORATES

Executive Education Programs (EEP) – Japanese Management Practices

Equip your teams with proven Japanese leadership, quality management, and Lean transformation methodologies. Our EEP courses translate Japan's world-renowned practices into actionable strategies for Indian businesses.

Lean Manufacturing Transformation

Enroll for a six-month hybrid initiative that enables Industries to apply proven Lean methods that drive measurable improvements in productivity, quality, efficiency, and enterprise growth.

FOR ENGINEERING COLLEGES AND MANAGEMENT SCHOOLS

Lean Manufacturing Practices (LMP) Program

Colleges Integrate industry-proven Lean methodologies into your curriculum. This program prepares future-ready engineering graduates to serve as Lean consultants and change leaders in manufacturing excellence.

FOR COMPANIES WANTING TO DRIVE IMPACT

Organizations can direct their CSR contributions towards MIJSC's ongoing projects or collaborate with us on new proposals — supporting education, research, industry transformation and cultural exchange that generate meaningful social impact and strengthen India-Japan collaboration.

For the Wider Community

- **Stay Connected with MIJSC**
- **Subscribe to MIJSC's quarterly newsletter to receive curated updates, insights, and stories from across the India–Japan corridor.**
- **Sign up for alerts on upcoming webinars, seminars, and special events to ensure you never miss an opportunity to learn, engage, and connect with our growing network.**

Contact us now

To stay connected scan this QR code to subscribe to our quarterly newsletter.



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Catch a conversation on LinkedIn.**