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The logo for the Japan Federation of Management related Academies (JFMRA) is displayed within a rounded rectangular border. The letters 'JFMRA' are rendered in a bold, black, serif font with decorative flourishes and a slightly irregular, hand-drawn appearance.

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The original English language edition published by JFMRA.

Greetings to Our Readers on the Eleventh Issue of
the *Journal of Japanese Management*

Japan Federation of Management related Academies (hereafter referred to as JFMRA) was established on November 23, 2006 with the membership of 57 academic societies in the fields of management, accounting and commerce. The objectives of JFMRA, as stipulated in Article 2 of its constitution, are to develop and disseminate research related to management, contribute to society through management-related research and education, promote exchanges between related academic societies and researchers, promote cooperation with overseas researchers, and promote collaboration with the Science Council of Japan. In short, I understand that the mission of JFMRA is to make efforts to ensure that "business administration" in a broad sense is recognized by society as a field that forms a part of academia and to achieve further development.

As for the academic characteristics of "business administration" in a broad sense, it is not necessary to say so here, but I believe that it is characterized by the fact that it is approached from various backgrounds and methodologies in the respective fields of management, accounting, commerce, and information, and that each field develops new knowledge and concepts and continues to develop at a high level under the so-called academic division of labor.

Methodologically, the unique characteristic of business administration is that researchers from various backgrounds, including economics, sociology, psychology, engineering, history, and humanities, as well as business administration, cooperate with each other to comprehensively elucidate complex management phenomena. This is a unique characteristic of business administration. As is well known, as many as 57 individual academic societies are members of JFMRA, and even including other fields such as natural sciences, an unprecedented number of academic societies cooperate to form a council.

This comprehensiveness of business administration and the diversity of its sub-disciplines show the complexity of the subject matter and the diversity of disciplines in that each discipline has discovered and developed its own unique knowledge, and this can be seen as having the potential for further development in the future. However, on the other hand, these unique characteristics of business administration tend to lack unity and systematicity of "business administration" as an academic discipline as a whole, as well

as closeness among sub-disciplines, and tend to be developed in a closed form within each discipline. This also suggests that it is difficult to disseminate information on the significance of business administration as an academic discipline.

In order for "business administration" to be recognized by society as an important part of academia, rather than a mere collection of knowledge in each individual field, it will be essential for the management-related sciences as a whole to act as a whole, including the establishment of close relationships among lower-level fields, interaction with society as a whole, and cooperation with the Science Council of Japan, which is deeply involved in academic policy in Japan. In addition to building closer relationships among the various fields of business administration, it will be essential for business administration as a whole to interact with society and cooperate with the Science Council of Japan, which is deeply involved in academic policy in Japan. I believe that the *Journal of Japanese Management* (JJM) plays an extremely important role in making these activities fruitful.

I rejoice at the release of the eleventh issue (Vol.6, No.1) and would like to thank the members of the JJM editorial board, especially Professor Yasushi Ueda, the Vice-President of JFMRA and Editor-in-Chief, and Professor Kiyoshi Murata, the Assistant Vice President. I am confident that this issue will stimulate the readers intellectually. JFMRA, with editorial board members, I sincerely wish this journal will become beyond the expected levels of many academic researchers at home and abroad.

Prof. Norio Kambayashi
President, Japan Federation of Management Related Academies
Professor, Graduate School of Business Administration, Kobe University, Japan

From the Editorial Board:

The Journal of Japanese Management (JJM) was first published in 2000 as an international journal in the field of management, publishing only English papers. In order to start this journal, significant contributions were made by Dr. Fangqi Xu, the first Editor-in-Chief, former professor of Kindai University, as well as directors of the Japan Federation of Management related Academies (JFMA); their contributions have been well-recognized and deeply appreciated.

We acknowledge that the publication of English journals is crucial and almost unavoidable to communicate with the academic community across the world. Over the long history of management studies in Japan, many papers would have made more extensive contributions toward developing management theories worldwide if they had been published in English. However, no matter how exceptional the papers are, the academic community outside Japan would have very few opportunities to access them if they are available only in Japanese.

Although some academic societies affiliated to the JFMA periodically allow their members to submit English papers, others have continued to publish papers only in Japanese, since they face certain challenges in establishing an appropriate review system. Therefore, this international journal is crucial for such academic societies, and accordingly, it has been positioned as one of the essential activities of JFMA.

This journal includes papers submitted by members of academic societies participating in JFMA or papers recommended by these societies. Although the submission process is somewhat different, both types of papers are accepted through a rigorous review process, and their quality is ensured.

The contributions of authors and reviewers of papers are indispensable for any academic journal. Specifically, a steady review process is made possible only with the dedicated support of anonymous reviewers. The outstanding contribution of these reviewers is greatly appreciated.

Finally, we hope that all the papers in this journal offer intellectual stimuli to our readers and contribute to developing various fields of management theory.

Editor-in-Chief, Journal of Japanese Management
Yutaka Ueda, Ph. D.
Professor of Management, Seikei University

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