



A visit to Nishijima Corporation: group photo with the company's President (middle of the first row).

Message from the Faculty

Systems Engineering for a High-tech Society



One can feel that winter is around the corner as the year comes to an end and the beautiful yellow leaves of ginkgo boulevard trees begin to fall. One of the new projects that Keio SDM launched in 2014 is the publication of translated versions of *Engineering Systems Series* (MIT Press). Keio SDM faculty led the translation, while Keio University Press Inc. published the texts. The first text was published in February 2014 and titled *Engineering Systems: Meeting Human Needs in a Complex Technological World* (Olivier L. de Weck, Daniel Roos and Christopher L. Magee; translated by Shinichiro Haruyama (Editor), Naohiko Kohtake, Seiko Shirasaka and Junko Tomita). The second text was published in October 2014 and titled

Design Structure Matrix (DSM): Visualization and Management of Complex Systems (Steven D. Eppinger and Tyson R. Browning; translated by Hidekazu Nishimura (Editor), Koichi Ohtomi and Kenichi Seki). The concept of this series is the idea that it is extremely important to see the whole picture when studying, analyzing, exploring, proposing and designing technological and social systems such as that of communications, transportation and power supply, all of which have become increasingly complex in recent years. System and systems, which entails interactions of many systems, is difficult to design due to the boundaries of each system often not being clear. It is also extremely difficult to build or optimize an entire system. A high level of

specialized knowledge about each technology type and of society is crucial in high-tech societies. The bigger the focus is on trees (specialized knowledge), the more difficult it becomes to see the forest (the entire system). Today, Japan and the rest of the world find themselves in exactly this situation.

In order to halt the status quo, Keio SDM is nurturing human resources who can see the forest through its publications, courses and research activities. We continue our educational research by placing particular importance on the design and verification of architecture that keeps the entire system in view, on design thinking that generates innovative ideas and on the management required for executing these aspects.

Shinichiro Haruyama, professor
Graduate School of System Design and Management

News

TOPIC
1

Keio SDM Extension Lecture: “Positive Workshop for Nurturing Happiness”



The positive workshop

In an attempt to utilize research findings from Happiness Studies conducted in Keio SDM's Human Laboratory for improving the level of people's happiness, Keio SDM launched an extension lecture series, “Positive Workshop for Nurturing Happiness”, on Monday, October 13, 2014. The workshop builds on Professor Maeno's research findings, four happiness factors (self-actualization and growth, nexus and gratitude,

forward-looking and optimism, independence and ‘my pace’ (do things at one's own comfortable speed). With a view to improving each person's happiness level, participants discussed their dreams and learned how not to focus on minor details through exercises and skits. The results of this workshop will be summarized as positive psychological research and presented at an international academic conference.

TOPIC 2

The Customary OPEN KiDS (third session in 2014)



The workshop

The Innovative Design Center held its third extension workshop of 2014, “Keio Innovative Design School (OPEN KiDS): Design of Multiplication, Design that Lets Everybody Win” on Sunday, November 16, 2014. Ms. Naoko Hirota

(Professor at Joshibi University of Art and Design and Managing Director of Hirota Design Studio) was the guest speaker, and led the workshop with Takashi Maeno (Dean and Professor at Keio SDM) and Toshiyuki Yasui (Guest Professor at

Keio SDM). Through the workshop, nearly 100 participants experienced that if one multiplies two to three issues when attempting to solve a problem, a complementary design can often be achieved.



TOPIC 3

“Management of the Future: People-Centered Management and Leadership”

The Keio SDM Human Laboratory held the extension lecture series, “Management of the Future: People-Centered Management and Leadership” and invited to the event Mr. Junya Hagino, a representative of the Mindful Leadership Institute, Vice President of Brown Sugar 1st. Co. and President of Lifestyle Produce CO., LTD. The first session, titled “Management of the Future: People-Centered Management and Leadership” was held on Tuesday, November 18, 2014. The second session, “Leadership in the Future: Mindful Leadership” was held on Tuesday, November 25, 2014. The third session, “Good Company Management: People-Centered Management” was held on Tuesday, December 9, 2014. The fourth session, “Human Resources That Make Good Company: Flow and



The lecture

Satisfying Human Resource Development” was held on Tuesday, December 16, 2014. The fifth session, “Transform into leaders who change the

organization: Companies that make people happy, and how leaders should be” will be held on Tuesday, January 6, 2015.

TOPIC 4

Visit to Nishijima Corporation



Commendation certificates for employees who have worked for the company for 50 and 60 consecutive years

On Monday, November 10, 2014, we visited the Nishijima Corporation (Toyohashi City, Aichi Prefecture). This company is known for having no retirement age and as such, many aged technicians are actively employed there. We have visited this company every year as part of the Management and Financial Strategy course. This year, the event was opened up for the entire Keio SDM – 29 students accompanied by three

faculty members, namely Guest Professor Atsuo Yoshida, Dean and Professor Takashi Maeno and Associate Professor Tetsuya Toma (Assistant Dean). The group left Hiyoshi on a hired bus, on which participants were briefed about the company and arrived at the company in the early afternoon. Upon arrival, the group enjoyed a warm lunch in the staff canteen and thereafter began the company tour. After the tour, Mr. Yutaka Nishijima, the



Mr. Hyodo, who has worked for the company for 60 consecutive years (upper center right)

fourth President of the company who recently took up the role, joined the discussion with students. By visiting the Nishijima Corporation, which served as an example of the good management needed for Japan in future, participants had a valuable opportunity to learn about how a company should be managed, how to develop an organizational culture and the ways in which company staff and their families should perceive their work.

Laboratory / Center profile

The Laboratory for International Politico-Economic Systems

Representative: Professor Tomohiko Taniguchi

Area of Research: Contemporary History, Politico-Economic Systems, International Relations

Members: Yoshiaki Ohkami (Executive Advisor of SDM Research Institute), Taketoshi Hibiya (Executive Advisor of SDM Research Institute), Takashi Kawaguchi (former student of SDM), and many more



The seminar

I have been reading Mark Gayn's *Japan Diary*. Gayn is a foreign correspondent who came to Japan at the time Japan lost World War II. He had been a correspondent for the *Chicago Sun-Times* and was suspected of having leftist views; as a result, like others in his position, he moved to Canada where he spent the rest of his life as a reporter. I asked one reporter who recently came to Japan from Canada whether he knew Mark Gayn. His immediate response was, "He is one of my heroes!" The reporter told me that Gayn has not been forgotten in his country.

His books, which consisted of two volumes, were published by Chikumashobo Ltd., right before the end of GHQ occupation and *raised the price of paper in Luoyang* (i.e., "they sold like hot cakes"; this was literally the case, as paper had been extremely valuable at the time) and has become a bestseller. It was through these books that many Japanese came to know more about the creation of Japan's constitution. The books describe land reform, the dissolution of *Zaibatsu* ("family-run conglomerates") and profiles self-made entrepreneurs who were successful and made strong connections with branches of the imperial family and GHQ, but soon after experienced failure. The translated books are extremely interesting, making them easy to read quickly.

Our book club is composed of members of various backgrounds: the two experts Ohkami and Hibiya (former professors of SDM), who remember how things were after World War II and can imagine how things had been at that time, and graduate students fresh out of college who can only understand the story as that of another distant world. The book club considers the story in more depth whenever members encounter a pronoun that they do not know or an event that they do not understand.

As the saying goes, God is in the detail. Members are often surprised when they learn about the reality of a defeated Japan, which is graphically described using the detail-oriented method of the book club. This is a journey of visiting the origin of systems, by tracing back to the early developmental stage of the current system. As a first observer, I always experience blissful moments when I attend the book club. Chikumashobo Ltd. decided to reprint these books to commemorate the 70th anniversary of World War II. This laboratory and its quiet dedication were behind the decision on reprinting.



Group photo of the seminar



Japan Diary



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