

Curriculum Vitae

Dr. Parissa Haghirian

Professor of International Business
Faculty of Liberal Arts
Sophia University
Tokyo, Japan

Employment History

April 2015–Present

Professor of International Business

Faculty of Liberal Arts, Sophia University, Tokyo, Japan

April 2008–April 2015

Associate Professor of International Business

Faculty of Liberal Arts, Sophia University, Tokyo, Japan

April 2006–March 2008

Assistant Professor of International Business

Faculty of Liberal Arts, Sophia University, Tokyo, Japan

April 2004–March 2006

Assistant Professor of International Business

Faculty of International Management, Kyushu Sangyo University,
Fukuoka, Japan

August 2000–January 2004

Assistant Professor/PhD Candidate in International Marketing and Management

Department of International Marketing and Management,
Vienna University of Economics and Business, Vienna, Austria

Adjunct and Visiting Professorships

April 2022–Present

Adjunct Professor of International Management and Marketing

University of Advanced Science (KUAS), Kyoto, Japan

March 2023

Visiting Professor of International Business

University of Macerata, Macerata, Italy

October 2015–Present

Adjunct Professor of International Business

Waseda Business School, International MBA, Waseda University, Tokyo,
Japan

April 2007–March 2015

Adjunct Professor of International Business

Keio University International Program, Keio University, Tokyo, Japan

April 2011–March 2012

Visiting Professor of Japanese Management

Japan-Centre and Faculty of Management,
Ludwig-Maximilians-Universität (LMU) Munich, Germany

Research Activities

Research Interests

Cross-cultural Management

Intercultural Communication and Conflict Management

Japanese Management Practices

Internationalization Processes in Japanese Corporation

Memberships in Scientific Organizations

Academy of International Business [AIB]

American Marketing Association [AMA]

Association of Japanese Business Studies [AJBS]

Euro-Asia Management Studies Association [EAMSA]

European Marketing Academy [EMAC]

Institute of Comparative Culture, Sophia University, Tokyo [ICC]

Japan Academy of International Business Studies [JAIBS]

Publications

Case Study Books

- [7] Haghirian, P. ed. 2022. *Overcoming Crisis – Case Studies of Asian Multinational Corporations*. Singapore: World Scientific Publishing.
- [6] Rothlin, S., McCann, D. and P. Haghirian. eds. 2021. *Doing GOOD Business in China—Case Studies in International Business Ethics*. Singapore: World Scientific Publishing.
- [5] Haghirian, P. ed. 2021. *Japanese Management: Market Entry, Corporate Growth and Crisis Management*. Singapore: World Scientific Publishing.
- [4] Haghirian, P. ed. 2018. *Business Development, Merger and Crisis Management of International Firms in Japan: Featuring Case Studies from Fortune 500 Companies*. Singapore: World Scientific Publishing.
- [3] Haghirian, P. ed. 2015. *Case Studies in Japanese Management, Volume 2*. Singapore: World Scientific Publishing.
- [2] Haghirian, P. ed. 2013. *Case Studies in Asian Management*. Singapore: World Scientific Publishing.
- [1] Haghirian, P. and P. Gagnon, eds. 2011. *Case Studies in Japanese Management*. Singapore: World Scientific Publishing.

Monographs

- [5] Haghirian, P. 2021. *Japanese Consumer's Behavior by Age and Gender Research Report for the EU-Japan Centre, Brussels*. www.eu-japan.eu.
- [4] Haghirian, P. 2011. *Successful Cross-Cultural Management: A Guide for International Managers*. New York: Business Expert Press.
- [3] Haghirian, P. 2011. *Multinationals and Cross-cultural Management: The Transfer of Knowledge within Multinational Corporations*. Routledge International Business in Asia Series. London: Routledge.
- [2] Haghirian, P. 2010. *Understanding Japanese Management Practices*. New York: Business Expert Press.
- [1] Haghirian, P. 2007. *Markteintritt in Japan: Mit praktischen Fallbeispielen [Market Entry in Japan: A Guidebook with Case Studies]*. Vienna: LexisNexis.

Edited Books

- [6] Haghirian, P. ed. 2020. *Japanese Business Concepts You Should Know*. Amazon Paperback.

- [5] Haghirian, P. ed. 2016. *The Routledge Handbook of Japanese Business and Management*. London: Routledge. (Paperback Edition Published November 2019).
- [4] Rothlin, S. and P. Haghirian. eds. 2013. *Dimensions of Teaching Business Ethics in Asia*. Springer Asia: Shanghai.
- [3] Haghirian, P. ed. 2011. *Japanese Consumer Dynamics*. London: Palgrave Macmillan.
- [2] Haghirian, P. ed. 2010. *Innovation and Change in Japanese Management*. London: Palgrave Macmillan.
- [1] Haghirian, P. ed. 2009. *J-Management: Fresh Perspectives on the Japanese Firm in the 21st Century*. Bloomington, IN: iUniverse.

Refereed Journal Papers

- [16] Haghirian, P. 2022. "Japan's employment system and human resource management – coping with increasing adjustment pressures". *Contemporary Japan*. Vol 34, No 1, pp.3-12.
- [15] Meixner, O., Tresky, M., Haghirian, P. and Haas, P. 2019. "Intercultural Challenges in Consumer Research in the Food Sector: The Case of Japanese Rice". *Journal on Food System Dynamics*, 1 (10), p. 86-99.
- [14] Blahova, M., Palka, P. and P. Haghirian 2017. "Remastering Contemporary Enterprise Performance Systems". *Measuring Business Excellence* 21 (3), pp. 250-260.
- [13] Blahova, M., Haghirian, P. and P. Palka 2014. "Major Factors Affecting Contemporary Japanese Business Environment". *International Journal of Productivity and Performance Management*. Vol 64, No 3, pp. 416-433.
- [12] Liu, C., Sinkovics, R., Pezderka, N. and P. Haghirian. 2012. "Determinants of Consumer Perceptions Toward Mobile Advertising: A Comparison Between Japan and Austria". *Journal of Interactive Marketing*, 26, pp. 21-31.
- [11] Haghirian, P. 2011. "Japaner verlassen ihre Heimat nicht. Deutsche Medien und das Missverständnis anderer Kulturen". *WeltTrends; Zeitschrift für internationale Politik* 78, May/June: 92-94.
- [10] P. Haghirian, 2011. "Japanisches Management Revisited". *ZfCM – Zeitschrift für Controlling und Management, Sonderheft Controlling in Asien*. Sonderheft 1, pp. 33-37.
- [9] Gaspari, P. and P. Haghirian. 2010. "International Entrepreneurship in Japan: An Extended Model". *International Journal of Entrepreneurial Venturing* 2[1]: pp. 23-39.
- [8] Sinkovics, R., P. Haghirian and S. Yu. 2009. "Information Technology-based Innovation in International Marketing Education: An Exploration of Two

- Learning Environments". *Journal of Teaching in International Business* 20 [2]: pp. 123–148.
- [7] Haghirian, P., R. Sinkovics and V. Bamiatzi. 2008. "Japan: New Business Opportunities in an Established Market". *Global Business and Organizational Excellence* [November/December]: pp. 51–61.
 - [6] Haghirian, P. and K. Doi. 2006. "Knowledge Transfer Processes in Japan and Germany: Some Empirical Evidence". *国際ビジネス研究学会年報 2006* [Japan Academy of International Business Bulletin 2006]: pp. 209–222.
 - [5] Haghirian, P. and A. Inoue. 2006. "An Advanced Model of Consumer Attitudes Toward Advertising on the Mobile Internet". *International Journal of Mobile Communications*, 5 [1]: pp. 48–67.
 - [4] Inoue, A. and P. Haghirian. 2005. "Japanische Konsumenten und ihre Einstellung gegenüber Werbung im mobilen Internet: Eine empirische Untersuchung [Japanese Consumers and Their Attitude Toward Advertising on the Mobile Internet: An empirical investigation]". *Der MARKT*, 2 [173]: pp. 72–82.
 - [3] Simon, B., P. Haghirian and B. Schlegelmilch. 2003. "Enriching Global Marketing Education with Virtual Classrooms: An Effectiveness Study". *Marketing Education Review* [Special Issue: Fall]: pp. 27–39.
 - [2] Dickinger, A., P. Haghirian, and B. Schlegelmilch. 2003. "m-marketing: Ein Ausblick auf das Marketing der Zukunft [m-marketing: A Marketing Opportunity of the Future]". *Der MARKT*, Wirtschaftsuniversität Wien [special issue: M-Commerce, Fall/Winter]: pp. 107–116.
 - [1] Haghirian, P. 2003. "Arbeiten in Japan – Wie sehen europäische Manager Japan und die japanische Arbeitswelt [Working in Japan: How do European Managers Perceive Japan and the Japanese Business Environment]". *Minikomi* 67 [Akademischer Arbeitskreis Japan, Abteilung für Japanologie, Universität Wien]: pp. 25–33.

Non-Refereed Journal Papers

- [69] Haghirian, P. 2020. "Der 250-Jahres-Plan: So bringen Japaner ihre Unternehmen durch die Jahrhunderte. (The 250-Year Plan: How Japanese Companies Manage Through the Centuries)". *Japan MARKT*, December: pp. 35–37.
- [68] Haghirian, P. 2020. "Wie führt man interkulturelle Teams?. (How to Lead a Cross-cultural Team)." *Wissensmanagement*, March: pp. 44–45.
- [67] Haghirian, P. 2020. 日本企業「滅びないため」して欲しい3つの質問 - コロナが最後の危機と思ったら大間違いだ. *Tōyō Keizai Online*, September 10, 2020. <https://toyokeizai.net/articles/-/374592>.
- [66] Haghirian, P. 2019. 「人が足りない」日本企業が迫られる劇的変化. *Tōyō Keizai Online*, December 16, 2019. <https://toyokeizai.net/articles/-/319529>

- [65] Haghirian, P. 2019. 日本企業が知らない「会社を魅力的にする」方法. Tōyō Keizai Online, November 27, 2019. <https://toyokeizai.net/articles/-/316299>
- [64] Haghirian, P. 2019. "Japan im Wandel vom Arbeitgeber- zum Arbeitnehmermarkt (Japan Changing from a Employer to an Employee Market)". *Japan MARKT*, January: pp. 28-31.
- [63] Haghirian, P. 2018. "Japanisches Personalmanagement vor einem Wertewandel (Changes in Japanese HR Management)". *Japan MARKT*, April: pp. 30-33.
- [62] Covarrubias, B. and Haghirian, P. 2018. "Expatriation 4.0. Entwicklung und Trends im Management von Auslandsentsendungen. (Trends in Expatriation)". *ARD 6601/4/2018*, Lexis Nexis. Heft 6601/2018.
- [61] Haghirian, P. 2014. "Start-Ups in Japan: A New Wave?". *Japan Spotlight*, July/August: pp. 38-41.
- [60] Haghirian, P. 2014. "Brandear – Online Auktionen leicht gemacht. (Online Auctions in Japan)". *Japan MARKT*, May: pp. 24-25.
- [59] Haghirian, P. 2014. Japanische Start-Ups – Ein Randphänomen?. (Japanese Start-Ups) *Japan MARKT*, April: pp. 20-21.
- [58] Haghirian, P. 2013. "Gender Equality and Abenomics". *Japan Spotlight*, September/October: pp. 39-42.
- [57] Haghirian, P. 2013. "Dabei sein ist alles – Japanische Gruppendynamik. [Japanese Groups]". *Japan MARKT*, September: pp. 32-33.
- [56] Haghirian, P. 2012. "Japanische Verhandlungstaktiken. [Japanese Negotiation Styles]". *Japan MARKT*, July.
- [55] Haghirian, P. 2012. "Meetings – Eine japanische Obsession. [Meetings - A Japanese Obsession]". *Japan MARKT*, June.
- [54] Haghirian, P. 2012. "Präsentationen Japanese Style. [Presentations Japanese Style]". *Japan MARKT*, May.
- [53] Haghirian, P. 2012. "Andere Länder, andere Sitten: Interkulturelle Lernstile [Cultural Learning Styles]". *Wissensmanagement*, April.
- [52] Haghirian, P. 2012. "Change-Management". *Japan MARKT*, March.
- [51] Haghirian, P. 2012. "Japanese Consumer Dynamics". *Japan Spotlight*, April.
- [50] Haghirian, P. 2011. "Konfliktmanagement in Ost und West". *Japan MARKT*, November: pp. 31-31.
- [49] Haghirian, P. 2011. "Stories & Co. – Lernen mit Geschichte[n]". *Wissensmanagement*, Oktober: pp. 42 -43.
- [48] Haghirian, P. 2011. "Der Schock nach der Rückkehr. [Re-Entry-Schock]". *Japan MARKT*, September: pp. 30-31.

- [47] Gaspari, P. and P. Haghirian 2011. "Unternehmensgründung in Japan". *Japan MARKT*, 2011.
- [46] Haghirian, P. 2011. "Mastering the Basics; Succeeding as a Foreign Manager in a Japanese Firm." *ACCJ Journal [Journal of the American Chamber of Commerce Japan]*, February: pp. 36-39. [<http://accjournal.com/mastering-the-basics/>].
- [45] Haghirian, P. 2010. "Entscheidungsfindung in Japan. [Decision Making in Japan]". *Japan MARKT*, February: pp. 32-33.
- [44] Haghirian, P. 2010. "Wer ist hier der Boss? Leadership in Japan. [Who is the boss? Leadership in Japan]". *Japan MARKT*, September: pp. 30-31.
- [43] Ignatova, E. and P. Haghirian. 2010. "Das Ende des Luxus – Japans LuxusMARKT in der Krise [Crisis of the Japanese Luxury Market]". *Japan MARKT*, June: pp. 20-22.
- [42] Haghirian, P. 2010. "Unterschiede ernst nehmen [Challenges When Sending Employees Overseas]". *Personalwirtschaft, Sonderheft Auslandsentsendung*: pp. 13-15.
- [41] Haghirian, P. 2010. "Von Japan lernen? Wissensmanagement im Fernen Osten". <http://www.community-of-knowledge.de> [<http://bit.ly/9V20Pr>].
- [40] Haghirian, P. 2010. "Westliche Frauen und Karriere in Japan? Ein Erfahrungsbericht". *Japan MARKT*, April: pp. 10-13.
- [39] Haghirian, P. 2010. "Women and Innovation in the Japanese Firm". *Japan Spotlight*, May/June: pp. 24-25.
- [38] Haghirian, P. 2010. "Ist japanisches Management strategisch? [Is Japanese Management Strategic?]". *Japan MARKT*, February 2010: 22-24.
- [37] Haghirian, P., and P. Gaspari. 2009. "Evolution: Consumer Marketing Goes 2.0 in Tokyo as the Customers Take Control". *ACCJ Journal*, December. Tokyo: American Chamber of Commerce. [<http://accjournal.com/evolution/>]
- [36] Haghirian, P. 2009. "Cross-cultural Misunderstanding. *Being A Broad Magazine*, November: p. 19.
- [35] Haghirian, P. 2009. "10 Vorurteile gegenüber dem Markteintritt in Japan [Ten Prejudices Towards Investing in Japan]". *Japan MARKT*, November.
- [34] Haghirian, P. 2009. "Produktentwicklung in Japan". *Japan MARKT*, October: pp. 12-14.
- [33] Haghirian, P. 2009. "Opportunities for International Women in Japan". *Being A Broad Magazine*, August: p. 19.
- [32] Haghirian, P. 2009. "Japanese Management After the Lost Decade: Can We Learn From Japan Again? The Revival of J-management". *Japan Spotlight*, July/August: pp. 36-37.

- [31] Haghirian, P. 2009. "Do's and Don'ts im japanischen Marketing [Do's and don'ts in Japanese marketing]". *Japan MARKT*, August: pp. 6–8.
- [30] Haghirian, P. 2009. "Marketingtrends: Entdecke Tokio [Marketing trends Discover Tokyo]". *Manager-Magazin online*, July: [<http://bit.ly/9PcKpj>]
- [29] Haghirian, P. 2009. "Kinder- und Jugendmarketing in Japan [Marketing for Kids in Japan]". *Japan MARKT*, February.
- [28] Hentschel, B. and P. Haghirian. 2009. "Bühnenreif: Wissenskommunikation à la Hollywood [Communicating Knowledge à la Hollywood]". *Wissensmanagement*, January.
- [27] Nomura, T. and P. Haghirian. 2008. "Innovationsmanagement made in Japan [Managing Innovation in Japan]". *Wissensmanagement*, December: pp. 24–26.
- [26] Haghirian, P. 2008. "Der japanische DiätMARKT – Ein Milliardenengeschäft [The Japanese Diet Market: A Billion Yen Business]". *Japan MARKT*, November.
- [25] Pudelko, M. and P. Haghirian. 2008. "Senioritätsprinzip und Lebenslange Anstellung – Ende eines Mythos? [Seniority principle and lifetime employment: The end of a myth?]". *Japan MARKT*, August.
- [24] Haghirian, P. 2008. "Reich und Reicher – Wie reich sind Japaner wirklich? [Rich and Richer: How Rich are Japanese Consumers?]". *Japan MARKT*, July.
- [23] Haghirian, P. 2008. "Produktentwicklung – Japanische Unternehmen gehen kreative Wege [Japanese Companies' Creative New Product Development]". *KMU-Magazin*, 2: pp. 112–115.
- [22] Haghirian, P. 2008. "Lebensmittelskandale in Japan – Eine unendliche Geschichte [Food Scandals in Japan: A Never-ending Story]". *Japan MARKT*, May: pp. 10–12.
- [21] Haghirian, P. 2008. "Akihabara Calling – Produktentwicklung Japanese Style [Akihabara Calling: New Product Development, Japanese Style]". *Japan MARKT*, February: pp. 18–20.
- [20] Haghirian, P. 2008. "Von Ost nach West – Wie kulturelle Unterschiede den Wissenstransfer zwischen Europa und Asien behindern können [From East to West: How Cultural Differences Influence Knowledge Transfer Between Europe and Asia]". *Der Personalmanager*, February: pp. 21–23.
- [19] Haghirian, P. 2007. "So vermeiden Sie den Kulturschock [Working Overseas: How to Avoid a Culture Shock]". *Der Standard*, 14/15 December: K22.
- [18] Haghirian, P. 2007. "Beruflich im Ausland – Der ganz normale Wahnsinn". *Der Standard*, 24/25 November: K22.

- [17] Haghirian, P. 2007. "Japans Aufschwung bringt neue Herausforderungen für Unternehmen [Japan's Revival Presents New Challenges for Corporations]". *Personalwirtschaft*, November: pp. 34–36.
- [16] Haghirian, P. 2007. "Sprach- und Kulturunterschiede meistern [How to Overcome Lingual and Cultural Differences]". *Wissensmanagement*, September.
- [15] Haghirian, P. 2007. "Korean wave – Next generation". *Japan MARKT*, November.
- [14] Haghirian, P. 2007. "Junge Modemarken auf Internationalisierungskurs [Japanese Young Fashion Brands Go International]". *Japan MARKT*, September.
- [13] Haghirian, P. 2007. "Innovative Marketingstrategien japanischer Unternehmen [Japanese Companies' Innovative Marketing Strategies]". *Japan MARKT*, August: pp. 8–10.
- [12] Kohlbacher, F. and P. Haghirian. "2007. Japan und das Wissen der Babyboomer [Japan and the Babyboomers' Knowledge]". *Wissensmanagement*, January: pp. 22–24.
- [11] Haghirian, P. 2006. "Japan – Vorreiter im Wissensmanagement? [Japan: Leader in Knowledge Management?]". *Wissensmanagement*, November: pp. 30–32.
- [10] Haghirian, P. 2006. "Erfolgreiche Marktbearbeitung in Japan – Herausforderung für europäische Unternehmen [Successful Market Entry in Japan: A Challenge for European Companies]". *Japan MARKT*, July.
- [9] Kohlbacher, F., and P. Haghirian. 2006. "Japan und das Wissen der Babyboomer". *Wissensmanagement*, January/February.
- [9] Haghirian, P. 2005. "Markteintrittsstrategien für mittelständische Unternehmen in Japan – Marktevaluierung und Markteintritt [Market Entry Strategies for SMEs in Japan: Market Evaluation and Entry]". *Japan MARKT*, June: pp. 22–24.
- [8] Haghirian, P. 2005. "Markteintrittsstrategien für mittelständische Unternehmen in Japan – Marktetablierung [Market Entry Strategies for SMEs in Japan: Market Establishment]". *Japan MARKT*, July: 18–20.
- [7] Haghirian, P. and O. Kikima. 2005. "The Usage of Knowledge Received from Japanese Multinational Corporations: An Investigation Among Japanese Overseas Subsidiaries. 九州産業大学経営学論集 [Kyūshū Sangyō Daigaku Keieigaku Ronshū], 15 [4]: pp. 31–50.
- [6] Haghirian, P. 2004. "Barrieren beim Wissenstransfer in deutsch-japanischen Konzernen [Barriers to Knowledge Transfer Within German-Japanese Multinationals]". *Japan MARKT*, August: pp. 22–24.
- [5] Haghirian, P. 2004. "Interkultureller Wissenstransfer – Strategisch unverzichtbar für Global Player [Intercultural Knowledge Transfer]". *Wissensmanagement*, 4 May–June: 48–50.

- [4] Haghirian, P. 2004. "Unterhaltung ist alles – Fünf Erfolgsfaktoren für SMS-Werbung [Entertainment is All: Five Success Factors for Mobile Advertising]". *e-commerce Magazin*, 6: pp. 48–49.
- [3] Haghirian, P. 2004. 欧州事情から日本の大学が今学ぶべきこと, *works* [Japanese Magazine], August/September: pp. 30–31.
- [2] Haghirian, P. and M. Mayr. 2002. "Massnahmen zum Markenrechtsschutz in China". *China-Nachrichten, Magazine of the Austrian Trade Delegation in China*: p. 3.
- [1] Haghirian, P. 2000. "Protection of Technology as a Competitive Strategy for Manufacturing Enterprises in the PRC. *IFAS [Interdisciplinary Research Institute for Asian Studies]*, Forum, 1: pp. 17–19.

Refereed Book Chapters

- [37] Haghirian, P. 2021. "Teaching Asian Business Ethics with Case Studies". In Rothlin, S., McCann, D. and P. Haghirian (Eds.) *Doing GOOD Business in China: Case Studies in International Business Ethics*, pp. 19–25.
- [36] Blahova, M., Haghirian, P. and P. Palka 2016. "Emerging Topics in Japanese Management Research". In Haghirian, P. (Ed.) *The Routledge Handbook of Japanese Business and Management*, pp. 387–395.
- [35] Haghirian, P. "Strategic Maganement". In Haghirian, P. (Ed.) *The Routledge Handbook of Japanese Business and Management*, pp. 374–383.
- [34] Haghirian, P. 2016. "Knowledge Management in Japan". In Haghirian, P. (Ed.) *The Routledge Handbook of Japanese Business and Management*, pp. 364–373.
- [33] Haghirian, P. 2016. "Japanese Negotiation Styles and Decision-Making Processes. In Haghirian, P. (Ed.) *The Routledge Handbook of Japanese Business and Management*, pp. 353–363.
- [32] Haghirian, P. 2016. "Entrepreneurship in Japan". In Haghirian, P. (Ed.) *The Routledge Handbook of Japanese Business and Management*, pp. 125–136.
- [31] Haghirian, P. 2016. "Japanese Management in the Twentieth Century". In Haghirian, P. (Ed.) *The Routledge Handbook of Japanese Business and Management*, pp. 21–31.
- [30] Haghirian, P. 2014. "Japanese Economy and Management". In Babb, J. [Ed.] *The Sage Encyclopedia of Japanese Studies*. London: Sage Publications.
- [29] Haghirian, P. 2014. "Japanese Consumers and Consumerism". In Babb, J. [Ed.] *The Sage Encyclopedia of Japanese Studies*. London: Sage Publications.

- [28] Haghirian, P. 2013. "Strategisches Management". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer.
- [27] Haghirian, P. 2013. "Leadership". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer.
- [26] Haghirian, P. 2013. "Motivation". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer.
- [25] Haghirian, P. 2013. "Personalmarketing". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer.
- [24] Haghirian, P. 2012. "Storytelling - Der erfolgreiche Einsatz von Unternehmensgeschichten im Management". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer.
- [23] Haghirian, P. 2012. "Interkulturelle Kommunikation". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer.
- [22] Haghirian, P. 2012. "Interkulturelles Konfliktmanagement". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer.
- [21] Toussaint, A., and P. Haghirian. 2012. "Walmart in Japan". In *Global Marketing*, ed. I. Alon and E. Jaffe. New York, NY: McGraw-Hill.
- [20] Kiesel, K. And P. Haghirian. 2012. "Bicultural Managers and Their Role in Multinational Corporations: An Exploratory Study in Japan". In *Cultural Variations and Business Performance: Contemporary Globalism*, ed. B. Christiansen. Idea Group Publishing.
- [19] Haghirian, P. 2011. "Interkulturelles Management". In Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer [146. Erg.-Lfg. Februar 2011].
- [18] Haghirian, P. 2010. "Interkulturelle Kompetenz". In: Laske, S./Orthey, A./Schmid, M. [Hrsg.]: *PersonalEntwickeln* [Loseblatt], Köln: Wolters Kluwer [145. Erg.-Lfg. Dezember 2010].
- [17] Haghirian, P. 2010. "Corporate Culture, Knowledge Management and Transfer in Japanese Multinational Companies". In *Corporate Culture in China and Japan*, ed. Tim Goydke. Münster: mv-wissenschaft, pp. 159-178.
- [16] Hentschel, B. and P. Haghirian. 2011. "Social Knowledge in Japan". In *Social Knowledge: Using Social Media to Know What You Know*, ed. J. Girard. Idea Group Publishing, pp. 78-94.
- [15] Haghirian, P. 2010. "Historical Development of Japanese Consumerism". In *Japanese Consumer Dynamics*, ed. P. Haghirian. London: Palgrave, pp. 3-17.
- [14] Haghirian, P. and A. Toussaint, 2010. "Japanese Consumer Behavior". In *Japanese Consumer Dynamics*, ed. P. Haghirian. London: Palgrave, pp. 18-30.

- [13] Haghirian, P. 2010. "Japan's New Rich Consumers". In *Japanese Consumer Dynamics*, ed. P. Haghirian. London: Palgrave, pp.108-121.
- [12] Hentschel, B. and P. Haghirian 2009. "Nonaka Revisited: Can Japanese Companies Sustain Their Knowledge Management Processes in the 21st Century?". In *Innovation and Change in Japanese Management*, ed. P. Haghirian, pp. 199–220. London: Palgrave Macmillan.
- [11] Haghirian, P. and M. Madlberger. 2009. "Cross-cultural Consumer Perceptions of Advertising via Mobile Devices: Some Evidence From Europe and Japan". In *Mobile Computing: Concepts, Methodologies, Tools, and Applications* [six vols.], ed. D. Taniar, vol. 4, ch. 5.13. Idea Group Publishing.
- [10] Haghirian, P. 2009. "Knowledge Transfer Within Multinational Corporations: An Intercultural Challenge". In *Building Organizational Memories: Will You Know What You Knew?* ed. J. Girard, pp. 57–68. Idea Group Publishing.
- [9] Haghirian, P. and B. Simon. 2008. "Designing the Virtual Classroom for Management Teaching". In *Handbook of Research on Virtual Workplaces and the New Nature of Business Practices*, ed. P. Zemliansky and K. S. Amant, pp. 239–254. Idea Group Publishing.
- [8] Haghirian, P. and M. Madlberger. 2007. "Cross-cultural Consumer Perceptions of Advertising via Mobile Devices: Some Evidence from Europe and Japan". In *Global Mobile Commerce*, ed. W. Huang, pp. 214–231. Idea Group Publishing.
- [7] Kainzbauer, A. and P. Haghirian. 2006. "Teaching Across Cultures: European Teaching Experiences in Asian Business Classrooms". In *Intercultural Communication Competencies in Higher Education and Management*, ed. G. Apfelthaler, K. Hansen, S. H. Ong, and N. Tapatachai. Singapore: Marshall Cavendish International.
- [6] Haghirian, P. 2006. "Markteintritte von Klein- und Mittelbetrieben in den japanischen Markt – Herausforderungen und Chancen [Market Entry for SMEs in the Japanese Market: Challenges and Opportunities]". In *Japan - Politik und Wirtschaft*, ed. M. Pohl and I. Wieszorek, pp. 151–183. Hamburg: Institut für Asienkunde.
- [5] Haghirian, P. 2006. "Marketingmanagement und Vertrieb [Marketing-management and Sales]". In *BWL für Führungskräfte – Eine managementorientierte Einführung*, ed. T. Wala, S. Messner, and C. Kreidl, pp. 70–102. Vienna: LexisNexis Orac.
- [4] Haghirian, P. and F. Kohlbacher. 2005. "Interkultureller Wissenstransfer in multinationalen japanischen Unternehmen [Intercultural Knowledge Transfer in Japanese Multinational Corporations]". In *Japan – Jahrbuch*, ed. M. Pohl and I. Wieszorek, pp. 213–233. Hamburg: Institut für Asienkunde.
- [3] Haghirian, P. 2005. "Wissensmanagement und Wissenstransfer in deutschen und japanischen Unternehmenseinheiten – ein Vergleich

- [Knowledge Management and Transfer in German and Japanese Company Units: A Comparison]. In *Über Japan denken, Japan überdenken. Festschrift für Sepp Linhart zum 60. Geburtstag*, ed. R. Domenig, S. Formanek, and W. Manzenreiter, pp. 369–393. Hamburg: Lit Verlag.
- [2] Haghirian, P. 2005. "Die Unternehmensgeschichte als Instrument des impliziten Wissenstransfer – Ein Überblick [Corporate Stories as a Tool of Implicit Knowledge Transfer: An Overview]". In *Erfahrungswissen erzählbar machen: Narrative Ansätze für Wirtschaft und Schule*, ed. G. Reinmann-Rothmeier, pp. 162–175. Lengerich: Pabst Publishers.
- [1] Haghirian, P. 2005. "Knowledge Transfer Within Multinational Corporations: The Role of Communities of Practice". In *Encyclopedia of Knowledge Management*, ed. E. Coakes and S. Clarke, pp. 234–238. Idea Group Publishing.

Encyclopedia Entries

- [5] Haghirian, P. 2009. "Cross-Cultural Research". In *Encyclopedia of Business in Today's World*, ed. C. Wankel. Thousand Oaks: Sage Publications.
- [4] Haghirian, P. 2009. "Market Research". In *Encyclopedia of Business in Today's World*, ed. C. Wankel. Thousand Oaks: Sage Publications.
- [3] Haghirian, P. 2009. "Japan". In *Encyclopedia of Business in Today's World*, ed. C. Wankel. Thousand Oaks: Sage Publications.
- [2] Haghirian, P. 2009. "Kaizen". In *Encyclopedia of Business in Today's World*, ed. C. Wankel. Thousand Oaks: Sage Publications.
- [1] Haghirian, P. 2009. "Toshiba". In *Encyclopedia of Business in Today's World*, ed. C. Wankel. Thousand Oaks: Sage Publications.

Refereed Conference Papers

- [45] Meixner, O., Kubinger M., Haghirian, P. and Haas, R. 2019. "Empirical Research in Foreign Cultures: The Case of Japanese Rice". *13th European Forum on System Dynamics and Innovation in Food Networks*. Garmisch-Patenkirchen: Germany.
- [44] Haghirian, P., Kiesel, K. 2013. "Bicultural Managers in Japan". *Proceedings of the EURAM [European Association of Management] Conference 2013*, Istanbul, Turkey.
- [43] Lowe, S., Kainzbauer, A., Tapachai, N., Hwang, K. and P. Haghirian 2011. "Leadership in East and West". *Conference on Leadership and Management in a Changing World: Lessons from Ancient East and West Philosophy 2011*, Athens, Greece.
- [42] Gaspari, P. and P. Haghirian. 2010. "International Entrepreneurship in Japan: First Research Results". *Proceedings of the AAOM [Asian*

- Academy of Management*] Conference 2010, Macao, Peoples' Republic of China.
- [41] Gaspari, P. and P. Haghirian. 2010. "International Entrepreneurship in Japan: Research Model". *Proceedings of the JAIBS [Japan Academy of International Business] Conference 2010*, Sapporo, Japan.
 - [40] Wende, E. and P. Haghirian. 2009. "Storytelling as a Tool for Knowledge Transfer in the IT industry". *Proceedings of the ECIS [European Conference of Information Systems] 2009*, Verona, Italy.
 - [39] Gaspari, P. and P. Haghirian. 2009. "International Entrepreneurship in Japan: An Extended Model". *Proceedings of the EURAM [European Academy of Management] Conference 2009*, Liverpool, United Kingdom.
 - [38] Haghirian, P. 2008. "Cultural Standards Between Japanese and German Managers: Applying the Critical Incident Methodology to Explore Cross-cultural Communication in German-Japanese Multinational Corporations". *IDJAB [Internationales Deutsch-Japanische Burse] Symposium 2008*, Kanazawa, Japan.
 - [37] Haghirian, P. 2008. "Market-entry Processes for SMUs in the Japanese Market". *Proceedings of the EAJS [European Association of Japanese Studies] Conference 2008*, Lecce, Italy.
 - [36] Treiblmaier, H., L. Neale, S. Chong, P. Haghirian and E. Oelsiechutag. 2008. "Antecedents of Website Loyalty: Results from Four Countries". *Proceedings of the AMS [Academy of Marketing Science] Conference 2008*, Vancouver, Canada.
 - [35] Haghirian, P. and M. Madlberger. 2008. "Mobile Advertising in Different Stages of Development: A Cross-country Comparison of Consumer Attitudes". *Proceedings of HICCS [Hawaiian International Conference on Systems Sciences] 2008*, Hawaii, USA.
 - [34] Haghirian, P. and R. Tanaka. 2007. "Cultural Standards Between German and Japanese Managers". *JAIBS [Japan Academy of International Business Studies] 2007 Conference*, Takasaki, Japan.
 - [33] Kondo, F., P. Haghirian and M. Nakahara. 2007. どのように顧客にモバイルDMプロモーションを思い出してもらおう? *JIMS [Japan Institute of Marketing Science] Conference, Spring 2007*, Nishinomiya, Osaka, Japan.
 - [32] Indounas, K. and P. Haghirian. 2007. "New Product Pricing Strategies and Their Antecedents in Japanese Industry". *EMAC [European Association of Japanese Studies] Conference 2007*, Reykjavik, Iceland.
 - [31] Bargstädt, A. and P. Haghirian. 2007. "Defining the Knowledge Agent: A Framework for Knowledge Transfer Processes Within Multinational Corporations". *EGOS [European Group for Organizational Studies] Conference 2007*, Vienna, Austria.
 - [30] Kondo, F., M. Nakahara and P. Haghirian. 2006. "What Can Be Done to Remind Your Customers to Use Mobile Direct Mail Coupons?".

- Proceedings of the MIC [Management International Conference] 2006, Portoroz, Slovenia.*
- [29] Tan, H. S., E. Cheron and P. Haghirian. 2006. "Consumer Perceptions of Corporate Donations: A Singapore Perspective". *Proceedings of the EAMSA [Euro-Asian Management Studies Association] Conference 2006, Seoul, Korea.*
 - [28] Chanajarunvit, K., P. Haghirian, E. Cheron and A. Kainzbauer. 2006. "Employee Turnover Intentions in Thai Manufacturing Companies: Literature Review and Research Model". *EAMSA [Euro-Asian Management Studies Association] Conference 2006, Seoul, Korea.*
 - [27] Haghirian, P. 2006. "Knowledge Transfer Processes in High-context and Low-context Cultures". *Proceedings of the AAoM [Asian Academy of Management] Conference 2006, Tokyo, Japan.*
 - [26] Haghirian, P. and A. Inoue. 2006. "Knowledge Transfer Between East and West: Culture and its Influence on Sharing Marketing Knowledge Within Multinational Corporations". *Proceedings of the SMS [Strategic Management Society] Conference 2006, Vienna, Austria.*
 - [25] Haghirian, P. 2006. "Cross-cultural Knowledge Transfers Within Japanese Multinational Corporations". *Proceedings of the AJBS [Association of Japanese Business Studies] Conference 2006, Beijing, People's Republic of China.*
 - [24] Haghirian, P. and M. Madlberger. 2006. "Cross-cultural Consumer Perceptions of Advertising Via Mobile Devices: Some Evidence From Europe and Japan". *Proceedings of the ECIS [European Conference on Information Systems] 2006, Göteborg, Sweden.*
 - [23] Haghirian, P., A. Inoue and A. Dickinger. 2006. "Japanese Consumer Attitudes Towards Advertising on the Mobile Internet". *Proceedings of the EMAC [European Marketing Association Conference] 2006, Athens, Greece.*
 - [22] Haghirian, P., M. Madlberger and A. Inoue. 2006. "Attitudes Toward Mobile Advertising in Different Stages of Technology Diffusion: A Cross-country Comparison". *Proceedings of the ACR [Association of Consumer Research] Cultural Perspectives in Marketing Conference 2006, Seoul, Korea.*
 - [21] Haghirian, P. and K. Doi. 2005. "Knowledge Transfer Processes Between Japan and Europe: Some Empirical Evidence". *Proceedings of the JAIBS [Japan Academy of Business Studies] Annual Conference 2005, Hiroshima, Japan.*
 - [20] Kainzbauer, A. and P. Haghirian. 2005. "Teaching Across Cultures: European Experiences Teaching Asian Business Students". *Proceeding of the Conference on Cross-Cultural Learning, October 2005, Singapore.*
 - [19] Haghirian, P. and M. Madlberger. 2005. "Consumer Attitudes Toward Advertising Via Mobile Devices: An Empirical Investigation Among Austrian

- Users". *Proceedings of ECIS [European Conference of Information Systems] 2005*, Regensburg, Germany.
- [18] Haghirian, P. 2005. "Knowledge Transfer Processes Between Germany and Japan". *Proceedings of the EAJIS [European Association of Japanese Studies] Conference 2005*, Vienna, Austria.
 - [17] Haghirian, P. and A. Inoue. 2004. "日本人の消費者のモバイル広告に対する態度 [Japanese Consumer Attitudes Toward Advertising on the Mobile Internet]". *Proceedings of the 76th JIMS [Japanese Institute of Marketing Science] Conference 2004*, Tokyo, Japan.
 - [16] Haghirian, P. and R. Sinkovics. 2004. "Knowledge Transfer Across Cultures: An Empirical Study Among German and Japanese Managers". *30th Annual EIBA [European International Business Academy] Conference 2004*, Ljubljana, Slovenia.
 - [15] Haghirian, P., A. Dickinger and F. Kohlbacher. 2004. "Adopting Innovative Technology: A Qualitative Study Among Japanese Mobile Consumers". *WeB-2004 Conference*, Perth, Australia.
 - [14] Haghirian, P. and O. Kikima. 2004. "Intercultural Knowledge Transfer Between Headquarters and Subsidiaries: The Case of Japanese Multinational Corporations". *Proceedings of EAMSA [Euro-Asian Management Studies Association] Conference 2004*, Hong Kong.
 - [13] Haghirian, P. 2005. "Advertising Goes Mobile: Explaining Attitudes Towards M-advertising". *AMA [American Marketing Association] Winter Educators' Conference 2005*, San Antonio, Texas.
 - [12] Haghirian, P. M. Madlberger, and A. Tanuskova. 2004. "Increasing the Advertising Value of Mobile Marketing: An Empirical Analysis of Antecedents". *Proceedings of HICCS-38 [Hawaiian International Conference on Systems Sciences] 2004*, Hawaii, USA.
 - [11] Haghirian, P. and H. Treiblmaier. 2004. "Using Marketing Simulations in International Marketing Teaching: An Effectiveness Study". *Proceedings of the AMA [American Marketing Association] Summer Marketing Educators' Conference 2004*, Boston, USA.
 - [10] Dickinger, A., P. Haghirian and C. F. Hofacker. 2004. "Getting Permission: A Proposed Model for Explaining the Acceptance of Mobile Marketing". *Proceedings of EMAC [European Marketing Association Conference] 2004*, Murcia, Spain.
 - [9] Haghirian, P. and A. Dickinger. 2004. "Identifying the Success Factors of Mobile Marketing". *Proceedings of the Asia-Pacific ACR [Association of Consumer Research] Conference 2004*, Korea, Seoul.
 - [8] Dickinger, A., P. Haghirian, J. Murphy and A. Scharl. 2003. "A Conceptual Model and Investigation of SMS Marketing". *Proceedings of HICCS-37 [Hawaiian International Conference on Systems Sciences] 2003*, Hawaii, USA.

- [7] Haghirian, P. 2003. "Learning Styles of Asian and European Marketing Managers". *Proceedings of the 9th Cross-Cultural Research Conference 2003*, Jamaica.
- [6] Haghirian, P. 2003. "Does Culture Really Matter? Cultural Influences on the Knowledge Transfer Process Within Multinational Corporations". *Proceedings of ECIS [European Conference on Information Systems] 2003*, Naples, Italy.
- [5] Haghirian, P. 2003. "Communication Within the German-Japanese Multinational Corporation". *Proceedings of the Economics and Economic History session of EAJS [European Association of Japanese Studies] Conference 2003*, Warsaw, Poland.
- [4] Haghirian, P. 2003. "A Comprehensive Model of Determinants of Marketing Knowledge Transfer Within MNCs in Europe and Southeast Asia". *Proceedings of the ICMD [International Conference on Marketing and Development] Conference 2003*, Bangkok, Thailand.
- [3] Haghirian, P. and B. Simon. 2002. "Designing the Virtual Classroom: Towards an Effectiveness Model in International Marketing Teaching". *Proceedings of the AMA [American Marketing Association] Summer Marketing Educators' Conference 2002*, San Diego, USA.
- [2] Simon, B., P. Haghirian and B. B. Schlegelmilch. 2002. "Case Study Teaching Via Collaborative Information Technology". *Proceedings of ECIS [European Conference on Information Systems] 2002*, Gdansk, Poland.
- [1] Haghirian, P. and T. C. Chini. 2002. "Storytelling: Transferring Tacit Corporate Knowledge in Different Cultures". *Proceedings of EURAM [European Academy of Management] Conference 2002*, Stockholm, Sweden.

Teaching Case Studies

- [25] Haghirian, P. 2021. "Bio c' Bon: The French Market Leader Entering the Japanese Food Retail Market". In Haghirian, P. (Ed.) *Japanese Management: Market Entry, Crisis and Corporate Growth*. pp. 3-15.
- [24] Haghirian, P. 2021. "A Japanese Start-Up Conquering the World: Mercari". In Haghirian, P. (Ed.) *Japanese Management: Market Entry, Crisis and Corporate Growth*. pp. 17-29.
- [23] Reboux B. and P. Haghirian. 2013. "UNIQLO: A Stitch in Time". Case Study 313-133-1. <http://www.ecch.cranfield.ac.uk>.
- [22] Trapollini, D. and P. Haghirian. 2013. "A Tale of Three Companies: The Survival Strategies of Sony, Hitachi and Canon". Case Study 313-134-1. <http://www.ecch.cranfield.ac.uk>.
- [21] Hercaud, M. and P. Haghirian. 2011. "KIA MOTORS and the Challenges of Globalization". Case study 311-234-1. <http://www.ecch.cranfield.ac.uk>.

- [20] Andersen, T. and P. Haghirian. 2011. "Highball". Case study 311-175-1, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [19] Knuth, C. and P. Haghirian. 2011. "Toyota Kirloskar". Case study 411-064-1, <http://www.ecch.cranfield.ac.uk>.
- [18] Neufeld, E. and P. Haghirian. 2010. "Toyota's Total Recall". Case study 310-299-1, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [17] Echols, N., and P. Haghirian. 2010. "Green Energy Engines of the Future". Case study 210-036-1, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [16] Wright, C. and P. Haghirian. 2010. "Japanese Perfectionism Meets American 'Easygoing-ism'." Case study 910-014-1, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [15] Agulhon, V. and P. Haghirian. 2010. "Sony Playstation 3: Phoenix From the Flames? Marketing Strategy in the Japanese Video Market". Case study 310-298-1, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [14] Ignatova, E. and P. Haghirian. 2010. "Rise and Fall of the Luxury Market in Japan: A Battle of Socio-economic Forces and Modern Japanese Consumer Tastes". Case study 310-297-1, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [13] Al Dhamen, A. and P. Haghirian. 2010. "XBox in the Land of the Rising Sun. Case study 310-300-1, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [12] Echols, N. and P. Haghirian. 2009. "Toyota Lexus: Number One Abroad but Struggling at Home". Case Study 509-015-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [11] Lara, T. and P. Haghirian. 2009. "Sony Playstation 3: A Game-related Disaster: Innovation and Competition in the Video Game Market". Case Study 309-085-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [10] Lafage, J. and P. Haghirian. 2009. "How eBay Got Outbid: Initial Failure and Market Re-entry in Japan". Case Study 309-077-1. <http://www.ecch.cranfield.ac.uk>.
- [9] Toussaint, A. and P. Haghirian. 2009. "You Can't Please All of the People All of the Time: Wal-Mart's Adventures in Japan". Case Study 309-046-9. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [8] Kalbermatten, P. and P. Haghirian. 2008. "Schindler Elevators and the Challenges of the Japanese Market". Case Study 308-040-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [7] Tokunaga, R. and P. Haghirian. 2008. "The Bank of Tokyo–Mitsubishi UFJ Bank Merger, or How to Become the Biggest Bank in the World". Case

- Study 308-043-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [6] Gaspari, P. and P. Haghirian. 2008. "Big Gulps and Big Business: Seven-Eleven Japan and the New Keiretsu". Case Study 308-130-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [5] Taylor, G. and P. Haghirian. 2008. "Nintendo: The 800-pound Gorilla Returns". Case Study 308-041-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [4] Kusuma, K. and P. Haghirian. 2008. "NTT DoCoMo: Beyond i-mode and FOMA". Case Study 308-042-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [3] Hauschild, S. and P. Haghirian. 2007. "Dusk at Dell: What's Wrong with the Company's Strategy?". Case Study 307-235-1. *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [2] Haghirian, P. and R. Machal. 2002. "J-Phone vs NTT DoCoMo: Attacking the Industry Leader in the Japanese Telecommunications Market". Case Study Material, *European Case Clearing House*. <http://www.ecch.cranfield.ac.uk>.
- [1] Haghirian, P. 2003. "Triumph International in Japan: Case Study in International Management". [unpublished].

Book Reviews

- [5] Haghirian, P. 2007. "Review of The Ambivalent Consumer: Questioning Consumption in East Asia and the West", ed. S. Garon and P. L. MacLachlan, *Asian Business and Management* 6 [3].
- [4] Haghirian, P. 2007. "Review of Notes from Toyota-Land: An American Engineer in Japan", by D. Mehri, *Asia Pacific Business Review* 3 [2].
- [3] Haghirian, P. 2006. "Ethnographische Beobachtungen in der japanischen Arbeitswelt", *Japanstudien 2006*, Deutsches Institut für Japanstudien [German Institute for Japanese Studies], Tokyo, pp. 305–314.
- [2] Haghirian, P. 2002. "Review of Marketing in Japan", by I. Melville, *ASIEN, Zeitschrift der deutschen Gesellschaft für Asienkunde* [ASIEN – Journal of the German Association for Asian Studies] 86 [January 2003].
- [1] Haghirian, P. 2000. "Review of Can Japan Compete?" by M. E. Porter, H. Takeuchi, and M. Sakakibara, *IFAS [Interdisciplinary Research Institute for Asian Studies] Forum* 2/2000.

Media Appearance

- [26] *ITPro.com*. Marzouk, Z. 2022.06.22. "Can the four-day week take off in Japan?". <https://www.itpro.co.uk/business-strategy/flexible-working/368285/can-the-four-day-week-take-off-in-japan>.
- [26] *BBC.com*. Johanson, M. 2022.05.11. "The countries resisting remote work". <https://www.itpro.co.uk/business-strategy/flexible-working/368285/can-the-four-day-week-take-off-in-japan>.
- [25] *Fortune Magazine*. Fitzpatrick, M. 2021.07.13. "Why Japan Refuses to Work From Home—even in a Deadly Pandemic". <https://fortune.com/2021/06/13/japan-covid-work-from-home-corporate-culture/>.
- [24] *The Straits Times*. Sim, W. 2021.07.18. "Japan Inc. Hit by Two Corporate Governance Scandals in as Many Months". <https://www.straitstimes.com/asia/east-asia/japan-inc-hit-by-two-corporate-governance-scandals-in-as-many-months>.
- [23] *Tōyō Keizai Online*. Haghirian, P. 2020.09.21. 日本企業「滅びないため」して欲しい3つの質問. *Toyo Keizai Online*. <https://toyokeizai.net/articles/-/374592>
- [22] *The Asahi Shimbun Globe*. Nakamura, Y. 2020.06.16. リモートに不向きな日本企業、危機から何を学べるか企業経営の専門家に聞く. <https://globe.asahi.com/article/13459143>
- [21] *Bloomberg.com*. Alpeyev, P., Turner, G. and P. Elstrom. 2020.05.21. "SoftBank's Masa-Misra Partnership Strained by Losses, Infighting". <https://www.bloomberg.com/news/features/2020-05-21/softbank-s-masa-misra-partnership-strained-by-losses-infighting?sref=OuEBXo2C>
- [20] *South China Morning Post*. Blair, G. 2020.05.20. "After SoftBank's Massive Losses and Jack Ma's Departure, Has CEO Masayoshi Son Lost His Golden Touch?". <https://tinyurl.com/yafullfg>
- [19] *CNBC*. 2020.04.12. "The Rise of Nintendo". <https://www.youtube.com/watch?v=whW1qJZwxs0>
- [18] *The Japan Times*. Gallagher, C. 2020.02.18. Tokyo Commuters Set for Olympic Crush as Many Firms Rule Out Telework. <https://www.japantimes.co.jp/news/2020/02/18/business/corporate-business/tokyo-olympics-telework/#.XIPQMm5ul2x>
- [17] *BBC.com*. Harrison, V. 2019.12.18. "Japan's Workplaces Rethink 'Drinking With the Boss'". <https://www.bbc.com/news/business-50568595>
- [16] *Tōyō Keizai Online*. Haghirian, P. 2019.12.16. 「人が足りない」日本企業が迫られる劇的変化. <https://toyokeizai.net/articles/-/319529>
- [15] *Tōyō Keizai Online*. Haghirian, P. 2019.11.27. 日本企業が知らない「会社を魅力的にする」方法. <https://toyokeizai.net/articles/-/316299>

- [14] *EU MAG*. 2019.10.25. グローバル時代の新しい経営スタイルを求めて ～日欧企業を比較研究するオーストリア人教授～<http://eumag.jp/spotlight/e1019/>
- [13] *Al Jazeera*. Blair, G. 2019.10.07. "Why Has Nissan Lost Two Leaders in Quick Succession?". <https://www.aljazeera.com/ajimpact/nissan-lost-leaders-quick-succession-190923065818760.html>
- [12] *Wiener Zeitung*. Haghirian, P. 2018.11.27. Eine Bedrohung für Japans Image. https://www.wienerzeitung.at/meinung/gastkommentare/1004808_Eine-Bedrohung-fuer-Japans-Image.html
- [11] *CNN Business*. Shane, D. 2018.11. 20. "'Skeletons are Popping Out': Carlos Ghosn Scandal Shows Japan is Slowly Raising its Game". <https://edition.cnn.com/2018/11/20/business/japan-corporate-scandals-ghosn/index.html>
- [10] *CNN Business*. Haghirian, P. 2018.11.27. "How Japan's Corporate Culture Allows Corrupt CEOs to Win". <https://edition.cnn.com/2018/11/27/perspectives/nissan-ceo-carlos-ghosn-corporate-scandal-japan/index.html>
- [9] *Der Standard*. Paar, T. 2015.06.15. "Forschen in Japan: "Der Einzelne ist nie gescheiter als alle anderen"". <https://www.derstandard.at/story/2000017828397/forschen-in-japan-der-einzelne-ist-nie-gescheiter-als-alle>
- [8] *20 Minutes*. Cena, M. 2018.11.18. L'éviction de Carlos Ghosn par Nissan attise les inquiétudes sur l'avenir de l'alliance. <https://www.20minutes.fr/monde/2377931-20181122-video-japon-eviction-carlos-ghosn-nissan-attise-inquietudes-avenir-alliance#xtor=RSS-149>
- [7] *ABC Australia*. Psaltis, E. 2018.11.23. "Japan in Focus: Nissan Chairman Carlos Ghosn Sacked, the First Japanese-operated LNG Project Abroad is Launched and How the Meiji Era Defined Japan". <https://www.abc.net.au/radio/newsradio/podcasts/japan-in-focus/japan-in-focus-nissan-chairman-carlos-ghosn-sacked-the-first-jap/11065872>
- [6] *The Straits Times*. Sim, W. 2017.12.01. "What Lies Beneath Spate of Japanese Corporate Scandals?". <https://www.straitstimes.com/opinion/what-lies-beneath-spate-of-japanese-corporate-scandals>
- [5] *Yahoo Finance*. Nussey, S. 2017.10.29. "Japan Inc.'s Safety Failures Point to Deeper Malaise". <https://tinyurl.com/y4leqr57>.
- [4] *BBC StoryWorks*. Kittaka, L. 2017.10.03. "The Japanese Way of Innovation". https://www.nitto.com/sea/en/about_us/gallery/digital/bbc_article01/
- [3] *strategy+business*. Van der List, B. 2017.08.30. "Lifelong High Performance, the Japanese-American Way". <https://www.strategy-business.com/article/Lifelong-High-Performance-the-Japanese-American-Way?gko=1056cBBC.com>.

- [2] Barton, E. 2017.04.17. "'We Had to Give Them Bonuses' to Leave Early".
<https://www.bbc.com/worklife/article/20170413-we-had-to-give-them-bonuses-to-leave-early>
- [1] Ö1. "Motivation und Kontext". <https://oe1.orf.at/artikel/204486/Motivation-und-Kontext>