

**GLOBAL PROJECT MANAGEMENT FORUM NO. 8  
OCTOBER 10, 1999**

**COUNTRY REPORT  
(Response to Two Questions)**

**JAPAN**

**1. What do you feel can be done to most positively impact the project management profession in your country or region?**

To positively impact the in-country project management profession, we need to continue improvements in various project management organization's activities in terms of member ownership, quality and more national outputs as well as to let seasoned first-line project managers participate in professional activities which would shape their future.

We already have an industry project management initiative (ENAA) with 45 companies, national project management association (JPMF) with 1,300 members and 72 corporations, academic project management society (Society of Project Management, Japan – SPM) with 400 members and a PMI local chapter (PMI Tokyo Chapter) in pace as organizations that can help enhance the in-country project management profession, and these project management components in Japan carry on their isolated activities.

This national project management set-up offers opportunities for schools of project management leaders to maintain their own leadership satisfaction; for project management practitioners to network with their peers they like; for visible professionals to speak at project management symposiums, forums and seminars; for active professionals to attend project management training courses any way; and for members of associations to subscribe to journals.

While this status is a great progress form a few years ago when I repeatedly voiced the need for more attention to be paid to the professional side of project management in Japan, I feel we need the following before the project management customer satisfaction is attained and an advancement of the profession is realized:

- a. Industry extensions to PM BoKs: project management practitioners stick to precise industry fit;
- b. More systematic project management research: due to lack of PM-centered academic institutions and heavy workload of industry PM practitioners, the country's PM research function is very weak, resulting in very few products related to own BoK and PM concepts.
- c. National project management competency certification: an ENAA task force has kicked off the Phase I work on this mission.
- d. SIGs for experienced international project managers: to meaningfully impact the PM profession, we need input from top-notch project managers who are otherwise reluctant to participate in professional activities dominated by entry-level PM practitioners.

**2. What purpose do you feel the Global Project Management Forum can serve for the worldwide project management profession in the future?**

I feel that the GPMF, as the current 40-country forum model including both mature and developing countries in PM professionalism, would function as a nation-to-nation networking and information sharing vehicle. When the development of a global PMBOK and the cross or multinational validation of PM certification systems becomes a reality issue, then the GPMF would serve as a neutral body from which to form competent multi-national bodies to work on such tasks.

Prepared by:

Hiroshi (Hiro) Tanaka, PMP  
General Manager Project Services Division  
JGC Corporation  
Senior National Vice President & Chief Operating Officer  
Japan Project Management Forum  
Telephone: + 81-45-682-8071  
Fax: + 81-45-682-8700  
Email: [tanaka.hiroshi@jgc.co.jp](mailto:tanaka.hiroshi@jgc.co.jp)