

# Japanese Management Practices Past and Present

Peter Firkola

This paper introduces key aspects of personnel management practices in Japanese companies. Japanese management is first discussed from a historical and cultural perspective. The main characteristics of traditional personnel management practices are then looked at. Finally, recent trends and changes in these personnel management practices are examined. It was found that Japanese companies have adapted their personnel practices in varying degrees to deal with the changing economic environment while maintaining parts of the traditional management system.

*JEL Classification:* M12, M51

*Keywords:* Personnel management, Japanese-style management, Lifetime employment, Seniority, Enterprise unions

## 1. Introduction

In order to work in Japan or do business with Japanese companies, it is important to have an understanding of Japanese management practices. During the 1970s and 1980s, the personnel practices of Japanese companies were seen as one of the keys to the Japanese economy's success, while often seen as unique and mysterious in other countries. During the 1990s, when the Japanese economy went into recession, these same personnel practices were seen as a large part of the problem. Much has been written about the demise of these traditional management practices. As well, foreign media often place too much emphasis on special cases such as Nissan Motors. Thus, one can get a distorted picture of what is happening in most Japanese companies.

This paper aims to help readers understand management practices in Japanese companies. It first looks at the origins of Japanese management, followed by a discussion of the key characteristics of traditional management practices. The final section will explain how management practices have been changing over the past decade as a result of changes in Japanese society, the Japanese economy and the global economy.

"Japanese management" refers to management practices that are characteristic of Japanese companies and different from non-Japanese companies.<sup>1</sup> This paper will focus on personnel (human resources) management practices within Japanese companies. Although it is only one part of the company management system, personnel practices provide insight into understanding the overall management system and the changes Japanese companies are facing. Personnel management also offers a window into understanding the history and culture of the country.

# Japanese Management Practices Past And Present

**M.M. Beyerlein**



## **Japanese Management Practices Past And Present:**

**Routledge Handbook of Japanese Business and Management** Parissa Haghirian,2016-01-29 The Routledge Handbook of Japanese Business and Management provides a comprehensive overview of management and business processes and practices in Japanese companies The contributors combine theoretical findings and research results with a practical and contemporary view on how corporations and firms are managed in Japan The handbook is divided into eight sections covering historical perspectives on Japanese management structure and theory of the Japanese firm the corporate environment in Japan the Japanese work environment the Japanese market manufacturing and logistics interaction and communication the future of Japanese management This book is an essential reference resource for students and scholars working on Japanese companies the Japanese market place Japanese consumers or management processes in the Japanese firm The book also provides an interesting and informative read for managers who need to deepen their knowledge on Japanese business processes

**Economic Journal of Hokkaido University** ,2006 **Innovation and Change in Japanese Management** P. Haghirian,2009-11-27 Innovation and Change in Japanese Management shows which transformation processes and changes can be observed in Japanese companies in reaction to the economic challenges of the past decade The book presents new research results and investigates the variety of changes that Japanese corporations and managers have experienced in recent years

**Management Practices in Japan** Alice Sbrzesny,2006-09-15 Seminar paper from the year 2004 in the subject Business economics Business Management Corporate Governance grade 2 0 University of Tampere course Advanced Studies for Doing Business in Asia language English abstract Japan is known for its successful companies One might only think about the automobile manufacturer Toyota To perform successful a company has to maximise profit In contrast to Western companies in Japanese companies profit is maximised by increasing sales and maximising volume by increasing productivity and efficiency The question that arises is how could the Japanese increase productivity that much One possible answer is the Japanese management approach For some time now the characteristics of Japanese management style have been a popular issue mainly in Europe and in the United States Have the qualities and values of society and of individual been a reason for Japanese success Such issues as the business group the seniority wage system the lifetime employment system and the periodic recruitment of new graduates have been examined in diverse ways A look at the actual operations of Japanese enterprises in Europe and the United States indicates that there are changes going on concerning Japanese management practices Japan is an island with almost total ethnic homogeneity having been unaffected by Western influences for long time Modern management practices are said to be rooted in the cultural and geographical traditions of the country Emphasis in recent analysis has been put on how the Japanese management style has arisen and evolved historically rather than on its typological characteristics This paper makes the attempt to examine Japanese management characteristics with regard to historical influences Japanese culture Japanese social system as well as

possible future needs Cultural and historical heritage will be presented first followed by a summary of Japanese values on which society is based After that management practices with regard to traditional and modern approaches are presented Meanwhile changes in management practices are examined *The SAGE Handbook of Modern Japanese Studies* James D Babb,2014-12-15 A welcome addition to any reading list for those interested in contemporary Japanese society Roger Goodman Nissan Professor of Modern Japanese Society University of Oxford I know no better book for an accessible and up to date introduction to this complex subject than *The SAGE Handbook of Modern Japan Studies* Hiroko Takeda Associate Professor Organization for Global Japanese Studies University of Tokyo Pioneering and nuanced in analysis yet highly accessible and engaging in style Yoshio Sugimoto Emeritus Professor La Trobe University *The SAGE Handbook of Modern Japanese Studies* includes outstanding contributions from a diverse group of leading academics from across the globe This volume is designed to serve as a major interdisciplinary reference work and a seminal text both rigorous and accessible to assist students and scholars in understanding one of the major nations of the world James D Babb is a Senior Lecturer in the School of Geography Politics and Sociology at Newcastle University *Work Teams: Past, Present and Future* M.M. Beyerlein,2013-06-29 This book places current and future work team practices in historical context Researchers from 10 countries have contributed chapters that represent developments specific to their regions and that illustrate the way ideas spread around the world Some principles of effective teaming were independently discovered in different countries and some principles emerged from the work of researchers like Trist Emery and Lewin and spread around the world But all of the practices were driven by the dynamic tension between the psychology of the employee and business necessities Theories and cases describe autonomous work groups self managed work teams cell teams and other collaborative work structures Contributions to the design of such structures came from psychology management sociology industrial engineering and manufacturing Because of the challenges inherent in reorganising work around teams instead of individuals organizations are at different stages in evolving into 21st century work systems *Challenges of Human Resource Management in Japan* Ralf Bebenroth,Toshihiro Kanai,2010-10-04 This book examines the major challenges and dilemmas in human resource management as Japan s industrial society continues its resurgence in the global arena *Japanese Management in the Low Growth Era* Daniel Dirks,Jean-Francois Huchet,Thierry Ribault,2012-12-06 Japanese firms are in the midst of the most protracted economic crisis in their post war history The end of the bubble economy has led to a long era of low growth This change in the general business environment has profound consequences for the management and the organization of corporate Japan as well as for the theory of the Japanese firm The contributions to this book cover a broad range of subjects from the strategies and organizational structures to the management of human resources and innovation processes in the 1990s These changes are systematically commented on by field specialists from abroad especially Europe relating the situation in Japan to comparable developments in other countries **International Business Research** Moshe

Banai, Abraham Stefanidis, Jean J. Boddewyn, 2024-02-01 Drawing on contributions from nine prominent scholars the book reflects on global aspects of research in work employment leadership management and business It follows current trends in global business research and recommends directions for closing the gaps between theory and practice for the benefit of executives in multinational corporations academics and international transients Work and employment remain important and a core part of life giving not only a sense of purpose routine and meaning but also independence and the ability to connect and contribute to the lives of others and society Leadership styles and management behaviors in earlier multi country studies did not demonstrate significant associative patterns regarding interpersonal leadership in different countries and the use of mainstream single country leadership meta categories was invalidated Thus future studies of leadership should focus on investigating interpersonal leadership across national borders in combination with contemporary trends such as distance leadership global virtual teams and intersectionality As more and more people seek employment across borders various types of sojourners specifically millions of low status international workers with some few exceptions have largely been ignored by scholars who study international mobility This failure adds to the research practice gap between scholars who investigate and the practitioners who manage sojourners of all status levels This book will appeal to scholars in leadership management international business cultural studies and to practicing managers The chapters in this book were originally published in International Studies of Management Organization *Japanese Management* Kunio Odaka, 1986 *Resources in Education*, 1986 *Management, the Japanese Way* William H. Brown, 1965 **Shaping the Future of Japanese Management** Moriaki Tsuchiya, 1997 *Proceedings of the Governing Body* Asian Productivity Organization, 1998 *Japanese Management* Sang M. Lee, Gary Schwendiman, 1982 *Organizational Behavior* John R. Schermerhorn, 1997-03 **Proceedings ... Annual Conference** Academy of Management. Midwest Division, 1982 **Greek Economic Review**, 1985 *Japanese Management Accounting* Yasuhiro Monden, Michiharu Sakurai, 1989 Some of Japan's foremost management accounting researchers describe the strategic and practical approaches the Japanese take toward management and manufacturing providing a cross section of management accounting practices developed by Japanese companies large and small Case studies and illustrations provide for comparison to US practices Annotation copyrighted by Book News Inc Portland OR **Japanese Management Style and Technology Transfer in Thailand** Văn Th. o Trần, Văn Thọ Trần, 1993 Partly based on surveys of selected manufacturing firms carried out in 1990 Comprises seven research reports which attempt to assess the extent of transfer of technology by Japanese firms to Thai affiliates Compares Japanese management styles to those of US companies Covers cultural friction stemming from differences in work related values and attitudes

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