

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.¹ 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

William H. Brown



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 **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 **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 **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 *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 **Understanding Japanese Management Practices** Parissa

Haghirian,2010-08-20 Today Japan is the most influential economy in Asia and the second largest economy in the world Japanese consumers are among the richest in the world and the Japanese market still provides profitable investment opportunities Not only are the Japanese able to adopt Western ideas and techniques without problems but they also maintain a very unique perspective of the world Japanese management practices are no exception And this outstanding new book Understanding Japanese Management Practices gives you and other international managers an in depth look at Japanese management practices and how these can be implemented into Western corporations It examines the cultural foundations of Japanese management and explains the most famous Japanese business concepts such as kaizen just in time and lifetime employment It then provides practical advice on how to successfully enter and position Western products in the Japanese market Finally it provides an advice on how to negotiate successfully with Japanese business partners and reveals what Western managers can learn from Japanese management practices Japanese management practices have had an enormous influence on Western management practices over the past few decades Many Japanese management practices have become a standard in Western firms This book will undoubtedly guide you through Japanese business practices and how these practices help to improve business processes and to increase quality and efficiency in numerous corporations worldwide It will also help you learn more about what Japanese management is and how do Japan s management practices differ from those in the West *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

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Table of Contents Japanese Management Practices Past And Present

1. Understanding the eBook Japanese Management Practices Past And Present
 - The Rise of Digital Reading Japanese Management Practices Past And Present
 - Advantages of eBooks Over Traditional Books
2. Identifying Japanese Management Practices Past And Present
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Japanese Management Practices Past And Present
 - User-Friendly Interface
4. Exploring eBook Recommendations from Japanese Management Practices Past And Present
 - Personalized Recommendations
 - Japanese Management Practices Past And Present User Reviews and Ratings
 - Japanese Management Practices Past And Present and Bestseller Lists
5. Accessing Japanese Management Practices Past And Present Free and Paid eBooks
 - Japanese Management Practices Past And Present Public Domain eBooks
 - Japanese Management Practices Past And Present eBook Subscription Services
 - Japanese Management Practices Past And Present Budget-Friendly Options

6. Navigating Japanese Management Practices Past And Present eBook Formats
 - ePub, PDF, MOBI, and More
 - Japanese Management Practices Past And Present Compatibility with Devices
 - Japanese Management Practices Past And Present Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Japanese Management Practices Past And Present
 - Highlighting and Note-Taking Japanese Management Practices Past And Present
 - Interactive Elements Japanese Management Practices Past And Present
8. Staying Engaged with Japanese Management Practices Past And Present
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Japanese Management Practices Past And Present
9. Balancing eBooks and Physical Books Japanese Management Practices Past And Present
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Japanese Management Practices Past And Present
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Japanese Management Practices Past And Present
 - Setting Reading Goals Japanese Management Practices Past And Present
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Japanese Management Practices Past And Present
 - Fact-Checking eBook Content of Japanese Management Practices Past And Present
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

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