Contents

List of figures List of tables		vii ix
P		
L	ist of abbreviations	xvi
G	lossary	xviii
	Introduction Hasegawa Harukiyo and Glenn D. Hook	1
P	art I Japanese business in globalization processes	17
1	Japanese business in triadic regionalization Glenn D. Hook	19
2	Japanese global strategies in Europe and the formation of regional markets Hasegawa Harukiyo	38
3	Japanese investment strategy and technology transfer in East Asia Yamashita Shōichi	61
4	Changes in Japanese automobile and electronic transplants in the USA: Evaluating Japanese-style management and production systems Abō Tetsuo	80
P	art II Restructuring in management	107
5	Globalisation's impact upon the subcontracting system Ikeda Masayoshi	109

	a	
V1	Contents	
V I	Comments	

6	Ownership and control of large corporations in contemporary Japan Nakata Masaki	128
7	Small headquarters and the reorganisation of management Okubayashi Kōji	143
8	The rise of flexible and individual ability-oriented management Watanabe Takashi	163
Pa	rt III Restructuring in labour	179
9	The end of the 'mass production system' and changes in work practices Munakata Masayuki	181
10	Japanese-style industrial relations in historical perspective Nishinarita Yutaka	195
11	New trends in enterprise unions and the labour movement Ōhki Kazunori	217
	Index	241

Figures

	r	
	Trends in Japanese exports	21
	Trends in Japanese imports	21
	FDI by Japanese companies based in Hong Kong	34
	FDI by Japanese companies based in Singapore	34
2.1	Recent trends of Japanese FDI in total and in Europe	40
2.2	Japan's foreign direct investment in major European	
	countries (cumulative total from 1951–95)	42
2.3	Number of Japanese manufacturing companies in Continental	
	Europe and the UK (1985–95)	43
2.4	Japanese manufacturing companies in major European	
	countries (as of December 1995)	44
2.5	Localization of management by managerial function	47
2.6	Regional markets for product sales	54
2.7	Regional markets for parts/material supplies	55
3.1	Japanese FDI in Asia	62
3.2	Stages of overseas operations: Japanese affiliate automobile	
	manufacturers	72
3.3	The 'image' of overseas transfer of production process	
	(company M)	73
4.1	Hybrid ratios of 6 groups	86
4.2	Hybrid ratios of 23 items	88
4.3	Four-perspective evaluation	103
7.1	Management positions and number of employees qualified	
	to be a manager of X company	148
7.2	Types of organisational structure	159
8.1	Moves for introduction of annual salary system	177
0.1	Wages by employee age, 1946	198
0.2	Wages by age and length of service, 1954	202
0.3	Correlation between age and wage, 1965 (manufacturing	
	industry, length of service less than one year)	204
0.4	Correlation between length of service and wage, 1965	
	(manufacturing industry, 30-34 year-old group)	205
0.5	Correlation model of age, length of service and wage	208

viii	Figures	
	Change in the number of QC circle registrations, 28 February 1994	213
11.1	Percentage of male employees working in the same enterprise (all educational careers)	234

Tables

1.1	Japanese FDI	26
	Japanese FDI in China	27
	Profitability in different regions, 1985–90	44
2.2	Management areas and the degree of localization	49
	R&D activities and their emphasis, 1995	52
	Automobile production and domestic sales for Asian	
	countries, 1994	70
3.2	Changes in employee training of company M at	
	commencement of operations: comparison of the Thai	
	plant in 1975 and the Chinese plant in 1992	75
4.1	List of plants surveyed	82
4.2	The 'hybrid ratios' of Japanese production systems in the	
	USA, 1989, 1993	83
4.3	(a) Four-perspective evaluation, 1989, 1993; (b) perspective	
	evaluation model	101
5.1	Cost-cutting targets and measures for first-tier component	
	makers	113
5.2	Outside suppliers for company K (second-tier subcontracting	
	companies)	124
5.3	Financial statement for March 1996 of the five major car	
	manufacturers	125
6.1	Average percentage rates of shareholding per company in	
	groups	132
6.2	Percentage rates of intercorporate reciprocal shareholding	132
6.3	Rates of shareholding by the top ten shareholders	134
6.4	Average percentage rates of long-term finance procured	
	from group member financial institutions	139
7.1	Newspaper reports on restructuring white-collar sections	145
7.2	Changes in corporate diversification strategy	147
7.3	Changes in managerial organisational structures	150
7.4	Frequency of information exchange	153
7.5	Changes in work specifications of section chief	155
7.6	Work organisation of micro-electronics-based workplace	158

x Tables

8.1	Employment trend at the Daiichi Kangyō Bank Ltd	172
8.2	Model of a new employment system proposed by Japan Federation of Employers Association	175
10.1	Prevalence of labour-management council by company size	207
	Number of employees of large companies (500+ employees) among non-agricultural industries	209
10.3	Number of short-time employees in non-agricultural industries	210
11.1	Work on Toyota production line, May 1993	224
11.2	Examples of 'independent' activities at Toyota, February 1992	227
11.3	Example of reduction in the household income of a Toyota employee	236