

TABLE OF CONTENTS

	page
PREFACE	i
TABLE OF CONTENTS	iii
LIST OF CHARTS	viii
INTRODUCTION	1

P A R T O N E

SOCIAL AND HISTORICAL BACKGROUND	5
1 UNDERSTANDING JAPAN	5
2 JAPANESE CHARACTERISTICS	9
3 A SUMMARIZED HISTORY OF JAPAN'S ECONOMIC DEVELOPMENT	18
3.1 The Feudal Tokugawa Period 1615-1867	19
3.2 From the Meiji Restoration (1868) to 1945	25
3.3 The Origin of the Japanese Management System in Pre-war Japan	35
3.4 Post-war Japan: Secret behind Success	39

P A R T T W O

THE JAPANESE PERSONNEL MANAGEMENT SYSTEM	47
4 THE SCOPE	47
5 LIFETIME EMPLOYMENT, SENIORITY WAGE AND WELFARE TODAY	49
5.1 Lifetime Employment for the Regular Employees	49
5.11 The Setting	49
5.12 The Regular Employee	52
5.2 Lifetime Employment and Economic Cycles	54
5.3 Female Employees	61
5.4 Changes in Seniority Payment and Retirement	63
5.41 Seniority Payment	63
5.42 Modifications Affecting Senior Employees	66

6	RECRUITMENT AND SELECTION	70
6.1	General Aspects	70
6.2	Recruitment Procedures from Universities	73
7	ORGANIZATION	76
7.1	Some Points of Reflection	76
7.2	Executive Body	77
7.3	Personnel Management and the Role of the Personnel Department	78
7.4	Significance of the Section, Teamwork and Flexible Job Assignment	80
7.41	The Section and 'Bottom-up' Decision Making	80
7.42	Teamwork	84
7.43	Organizational Flexibility	85
7.5	Position, Status and Career Within the Company . .	87
7.51	Position and Qualification Ranking	87
7.52	Promotion	92

P A R T T H R E E

MANAGEMENT DEVELOPMENT IN LARGE JAPANESE ENTERPRISES 99

8	AN ANALYSIS OF MANAGEMENT DEVELOPMENT IN JAPANESE INDUSTRY	99
8.1	Pertinent Background and Scope	99
8.2	Special Features of Management Development in Japan	102
8.3	Management Development Pattern in Large Enterprises	107
8.4	Current Situation and Future Requirements in Management Development in Japan	113
8.41	Management Environment and Importance of Management Development	113
8.42	Present State and Aim of Training and Education in Industry	115
8.42.1	The Survey and the Major Personnel Problems	115

8.42.2	Manpower Development Plan and Budget	116
8.42.3	Organization of Training and Education and Intracompany Environment.	117
8.42.4	Developing Executives	120
8.42.5	Developing Managers	121
8.42.6	Developing Non-titled Staff Members .	123
8.42.7	Developing Technical Staff and Engineers	125
8.42.8	Developing Qualified Employees of Middle Age and Older	125
8.42.9	Systems Related to Personnel Development	126
8.43	Training and Education in Industry Henceforth: A Normative Approach	131
8.43.1	Enlargement of the Educational Scope	131
8.43.2	Deepening of the Educational Content	133
8.43.3	Systems of Development	135
8.44	Summary and Opinion	137
9	CASES OF OUTSIDE MANAGEMENT DEVELOPMENT	144
9.1	The Executive Development Course by the Japan Management Association	145
9.2	The Academy of Management Development Program by the Japan Productivity Center	147
9.3	Management Correspondence Study by the Management Development Association	151
9.4	Executive Development Seminar by the Graduate School of Business Administration, Keio University	153
9.5	Experiences with External Management Training Institutions	154
10	CASES OF INSIDE MANAGEMENT DEVELOPMENT	164
10.1	Matsushita Electric Industrial	164
10.11	Company Data	164
10.12	Aims of Education in Industry	165

10.13	The System of Long-term Personnel	
	Development in Matsushita Electric . . .	166
10.13.1	Basic Policy of Personnel	
	Development	166
10.13.2	Objectives of Personnel	
	Development	168
10.13.3	Practical Policy of Personnel	
	Development	171
10.13.4	Organization of Personnel	
	Development	173
10.13.5	Methods of Personnel Development .	176
10.13.51	Self-development	176
10.13.52	Guidance by Superiors: OJT	181
10.13.53	Group Training and Education:	
	Off-JT	185
10.13.54	Apprenticeship Training	188
10.13.55	Development through the Personnel Management System:	
	Career Development	189
10.13.56	Other Development Opportunities: Through Participation and Informal Activities	191
10.14	Selected Examples of Training and Education Programs	195
10.14.1	Introductory Training	195
10.14.11	General Aspects	195
10.14.12	Operating Parties	196
10.14.13	Aims of Introductory Training . .	196
10.14.14	Introductory Training for University Graduates	197
10.14.2	Training for Overseas Operations .	200
10.14.21	The Overseas Training Center . . .	200
10.14.22	Foreign Language Training	200
10.14.23	Preparatory Training for Overseas Assignments	201
10.14.24	Professional Training for Per- sonnel Involved in Overseas Operations in Japan	202
10.14.25	Training in Japan for Overseas Companies' Personnel	203
10.14.26	Planning of Future Overseas Requirements	206
10.14.3	Executive Training	226
10.14.31	Executive Seminars	227
10.14.32	Councilors' Conference	227
10.14.33	Seminars for General Managers of Operational Units	228

10.14.34	Advancement Program for Department Managers	230
10.14.35	Training for Newly Appointed Department Managers	230
10.14.36	Top Management Training Outside the Company	233
10.2	Other Companies	236
10.21	Hitachi	236
10.22	Fujitsu	241
10.23	Mitsubishi Corp.	244
10.24	Taiyo Kobe Bank	247
10.25	Tokyo Gas	249
10.26	Honda Motor	251
10.27	Nippon Kokan	255
10.28	Honshu Paper	257
10.3	Final Comments	259

P A R T F O U R

EVALUATION OF JAPANESE PERSONNEL MANAGEMENT
AND MANAGEMENT DEVELOPMENT

261

11 CONCLUSION 261

12 JAPANESE MANAGEMENT, AN EXAMPLE FOR EUROPEAN COMPANIES? 271

BIBLIOGRAPHY 275