

Japanese Management

A Global Perspective

Section 1

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【Course Outline / Description】

The study of management and leadership is always a challenging prospect and presents significant difficulties in separating science from myth and competence from coincidence. This course will explore common aspects of management structures in Japanese businesses and compare them to those in the West. We will use case studies to explore the experiences of foreign and Japanese leaders in Japan and work to develop an understanding of the skills necessary for foreign leaders to be successful in Japanese organizations with a specific focus on the way that power is distributed and decisions are developed. Finally, we will compare the challenges facing the Japanese management style in an increasingly global and fast paced marketplace.

Section 2

【Course Objectives/Goals/Learning Outcomes】

1. Develop a clear understanding of the traditional structures of management and the distribution of power within organizations.
2. Develop a clear understanding of the common management structures in Japanese organizations and the different ways in which power is distributed.
3. Compare the Japanese distribution and use of power to the traditional models.
4. Discover the skills necessary to overcome challenges faced by foreign leaders in Japanese organizations.
5. Develop an appreciation for the challenges facing Japan's management structure in the Global market and strategies to overcome those challenges.

Section 3

【Class Schedule/Class Environment, Literature and Materials】

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| 1 | Introduction to subject, structure, background and online norms. | Explore your own understanding of management theory and systems within your country. |
| 2 | Discuss current management systems from class members. Identify expectations about Japanese management | Search for current data on Japanese management systems. |
| 3 | Discuss the structure and role of business in the Edo period | Identify similar period in your country's history. |
| 4 | The Edo period and exclusion, the roots of | Virtual tour of the resistance sites |

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| 5 | The end of Edo and the Meiji Restoration | Research the industrialization period in your own country |
| 6 | The effect of Japan's industrialization, modernization and development of education on management. | How has management education changed in your country after industrialization. |
| 7 | The war period's effect on management | Prepare for test. |
| 8 | Review and test | |
| 9 | What does modern management in Japan look like? | Describe the image and system of modern management in your country |
| 10 | Introduction to Theory Z by Ouchi. Pages 1-39 | Read the material and reflect upon whether the reason to study Japanese management is still applicable. |
| 11 | Theory Z conclusion and the Japanese Management Theory Jungle. | Compare the various approaches described in the article. Which system seems most appropriate and what examples can you provide. |
| 12 | Organizational Learning Theory and Anti Theory Z. | How can you create a survey to determine management in practice versus espoused theories of management. Have they done so? |
| 13 | Variety Amplification. A confusing name for a simple idea. Is this a possible theory of management? Is this the most accepted theory by Japanese observers but overlooked by foreign observers? | Search for evidence of variety amplification in your experiences in or with Japanese organizations. |
| 14 | Is Japanese management a humanist system? | Prepare for test |
| 15 | Review and summarize for test. | |
| 16 | Test | |
| 17 | How do Japanese firms make managers? | Draw a career plan for an average manager in your country. |
| 18 | How are managers and employees evaluated in Japan? | Find a sample evaluation commonly used in your country. |
| 19 | Innovation and management in Japan | |
| 20 | The Japanese employment/management career path. Lifetime employment | What factors determine the success of a manager in your country? |
| 21 | Mackenzie's report on Japanese management and industry. | Which conclusions are supported by your research and observation? What would you change about the report? |
| 22 | Modern education and the Japanese manager. | Describe the academic qualifications or training common among managers in your country. |
| 23 | The role of "truth" in Japanese management. | How does culture affect a manager's perception of truthfulness? |

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| 24 | Predictions for the future evolution of Japanese management. | Create an executive summary of your predicted evolution and steps to improve the results. |
| 25 | Strategies and expectations of foreign employees in Japan | Create a report to compare your abilities and expectations to the expected experience. |
| 26 | Strategies and expectations for foreign managers in Japan. | |
| 27 | Career management and progress within Japanese organizations for foreign employees. | Compare outcomes to management systems in your country. |
| 28 | Revisit the Jungle to determine the actual theory of management for Japanese organizations. | Write a paper defining your theory of management in Japanese organizations as it is practiced. |
| 29 | Toyota and the company that doesn't seem to fit. | Prepare for final. |
| 30 | Test and conclusion. | |

【Textbooks/Reading Materials】

Section 4

【Learning Assessments/Grading Rubric】

Test 1 = 20%

Test 2 = 20%

Test 3 = 20%

Test 4 = 20%

Assignments = 20%

Section 5

【Additional Information】

In order to accurately understand the current systems of management in Japan and their effects on Japanese enterprise it is important to consider how those systems developed and to examine the history of commerce as well as the history of management in Japan. This historical background will not only provide insight into the ways in which Japanese management differ from other models but may also provide insight into the future direction or future directions for Japanese business and management.

Finally, we will look at the skills required for foreign participants to succeed within a Japanese system and we will examine the specific challenges such a manager may face.

Think of it this way. What if you were offered a job in Japanese organization as soon as you graduate? Will you be ready? Do you understand how the skill sets you have learned in university will serve you in a Japanese organization? Do you know how you would advance your career within the firm?