

Management in Japan

Section 1

Instructor	Mark Tracy
Office/Building	3410
Office Hours	To be determined

【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.

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?

Section 2

【Course Objectives/Goals/Learning Outcomes】

It is difficult to even begin the process of exploring Japanese management without some basic understanding of management theories and practice outside of Japan. Please take some time to develop an understanding of what management is like in your own country so that you can compare the information we discover to the systems you are more familiar with.

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.

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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】

- 1.Introduction to subject, structure, background and norms.
- 2.Discuss current management systems from your countries. Identify expectations about Japanese management.
- 3.Discuss the structure and role of business in the Edo period. Explain why the history of business development in Japan is critical to understanding the current system.
- 4.The Edo period and exclusion, the roots of Nihonjinron.
- 5.The end of Edo and the Meiji Restoration and its impact on business structure and management.
- 6.The effect of Japan's industrialization, modernization and development of education on management.
- 7.The war period's effect on management.
- 8.Review and test.
- 9.What does modern management in Japan look like?
- 10.Introduction to Theory Z by Ouchi. Pages 1-39
- 11.Conclusion of Theory Z and introduction to the Japanese Management Theory Jungle.
- 12.Organizational Learning Theory and Anti Theory Z.
- 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?
- 14.Is Japanese management a humanist system?
- 15.Review and summarize for the test.

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16. Performance Instrument Student Survey
17. How do Japanese firms make managers?
18. How are managers and employees evaluated in Japan?
19. Innovation and management in Japan.
20. The Japanese employment/management career path. Lifetime employment.
21. Mackenzie's report on Japanese management and industry.
22. The role of "truth" in Japanese management.
23. Predictions for evolution of Japanese management
24. Strategies and expectations for foreign managers in Japan.
25. Career management and progress within Japanese organizations for foreign employees.
26. Revisit the Jungle to determine the actual theory of management in Japanese organizations.
27. Toyota and the company that doesn't seem to fit.
28. Advice for career success in Japanese organizations.
29. Survey of management in practice.
30. Final report

【Textbooks/Reading Materials】

The readings for this class are distributed in the classroom. A detailed list is available on request.

Section 4

【Learning Assessments/Grading Rubric】

Final Exam 20%

Quizzes or Midterm Exam 60%

Writing Assignments 20%

Section 5
【Additional Information】