

Table of Contents

Preface to the Third Edition	IX
<i>I The Japanese Industrial System</i>	1
Chapter 1	
Japan and the New Global Economy	3
1.1 Introduction	3
1.2 Japan as Industrial Superpower	4
1.3 Paradoxes of Asian Growth	8
1.4 Japan as Learner and Teacher	12
1.5 From Follower to Leader	16
1.6 Strategies for the 21st Century	19
1.7 Summary and Conclusions	22
Chapter 2	
Samurai Management: A Framework for Analysis	25
2.1 Introduction	25
2.2 Japanese Society: Adversity Management	27
2.3 Hardware and Software as Core Concepts	32
2.4 Japanese Hardware: A Comparative Perspective	34
2.5 Organizational Software Systems	39
2.6 Summary and Conclusions	48
<i>II Japan's Societal Policies</i>	51
Chapter 3	
Japan Inc.: Business-Government Relations	53
3.1 Introduction	53
3.2 The Social Origins of Business-Government	56
3.3 The Structure of Modern Government	61
3.4 Government and Big Business	69
3.5 Summary and Conclusions	77
Chapter 4	
The Visible Hand: Industrial Planning	81
4.1 Introduction	81
4.2 Origins of Industrial Planning	85

4.3	Japan's Five Year Plan	89
4.4	Industrial Structure Goals	97
4.5	Resource Dependence Planning	98
4.6	Portfolio Approach to Sectors	104
4.7	Japan's Export Strategy	106
4.8	Japan's Sunset Industries	108
4.9	Summary and Conclusions	112
Chapter 5		
	Technology and the Knowledge Economy	116
5.1	Introduction	116
5.2	Technology and the Economy	121
5.3	The Organization of Science in Japan	126
5.3.1	The Prime Minister's Office	128
5.3.2	The Line Departments	130
5.4	Formulating Science Policy	131
5.4.1	The Council for Science and Technology	133
5.4.2	Science Council of Japan	135
5.5	Technological Diffusion	137
5.6	Creative Technology Policies	142
5.7	Technology Policy in Comparative Perspective	145
5.8	Summary and Conclusions	150
Chapter 6		
	Asian Wall Street: Japanese Banking and Finance	153
6.1	Introduction	153
6.2	Financial Policy and Economic Development	157
6.3	Japan's Banking System: An Overview	164
6.4	From Competition Within Japan	169
6.5	... to Tomorrow, the World	173
6.6	Summary and Conclusions	177
<i>III The Corporate System</i>		181
Chapter 7		
	Samurai Education and Management Recruitment	183
7.1	Introduction	183
7.2	Education and the Meiji Legacy	184
7.3	The Post-War Reforms	186
7.4	Social Origins of the Managerial Elite	191
7.5	Japanese Management Education	194
7.6	Elite Exclusion: Women in Japan	201

7.7	Summary and Conclusions	208
Chapter 8		
	Management Strategy and Organization	211
8.1	Introduction	211
8.2	Strategy and Structure in Context	215
8.2.1	Organizational Processes	219
8.2.2	Ownership and Management Control	222
8.3	The Enterprise Union	225
8.4	Software Management Systems	227
8.5	Quality Control Circles	231
8.5.1	Origins of QC Circles	231
8.5.2	QC Circles in Practice	233
8.6	Organizational Design Issues	235
8.7	Time Horizons	237
8.8	Summary and Conclusions	239
Chapter 9		
	Human Resource Strategies and Work	242
9.1	Introduction	242
9.2	Two Models of Labour-Management	244
9.3	Type A: North America	247
9.4	Type B: Japan	250
9.5	Applying Software Techniques	257
9.6	Organizational Demographics	262
9.7	Summary and Conclusions	266
Chapter 10		
	Production and Operations Management	268
10.1	Introduction	268
10.2	Origins of Production Strategy	271
10.3	Progress Cost Curves	278
10.4	Kanban Inventory System	282
10.5	Kanban in Practice	286
10.6	Robotics	291
10.7	Summary and Conclusions	298
	<i>IV Japan and the World Economy</i>	301
Chapter 11		
	Japanese Marketing: From Sogo Shosha to the Big Mac	303
11.1	Introduction	303

11.2	Trading Firms: Concepts and Definitions	305
11.3	Sogo Shosha in Practice	309
11.4	Trading Firms and Japanese Distribution	315
11.5	Japan's New Service Economy	319
11.6	JIT Marketing: The Retailing Revolution	323
11.7	Summary and Conclusions	328
Chapter 12		
	The Acid Test: Japanese Management Abroad	332
12.1	Introduction	332
12.2	Japanese Investment: Past Trends	334
12.3	Overseas Investment: New Directions	338
12.4	Japanese Multinationals	344
12.5	Exports vs. FDI: U.S.-Japan Comparisons	347
12.6	Transferring Japanese Software Management	352
12.7	Japan's Joint Venture Alternative	355
12.8	Summary and Conclusions	359
Chapter 13		
	The Globalization of Japan	361
13.1	Introduction	361
13.2	Are the Japanese too Efficient?	364
13.3	Guns and Butter: Japanese Defence Issues	370
13.4	Pacific Rim and Pacific Century?	376
13.5	Summary and Conclusions	383
Chapter 14		
	Samurai Duel: Learning from Japan	385
14.1	Introduction	385
14.2	Japan as Teacher	386
14.3	New Trade Patterns	389
14.4	Management Changes	394
14.4.1	Environment	397
14.4.2	Societal Ageing	398
14.4.3	Infrastructure	399
14.4.4	Multi-media	400
14.5	A Final Word	401
	References	404
	Author Index	425
	Subject Index	431