Contents

List of tables viii
List of figures x
Preface xi
Introduction xiii

Part I The labour market
1 Society and economy 3
   Human resources 4
   Modernization 7
   Industrial structure 11
   Foreign firms in Japan 13

2 Employment and hiring 18
   Unemployment and labour mobility 20
   Ageing workforce 22
   Hiring new school graduates 23
   Mid-career hiring 26
   In foreign firms 28

3 Work and its environment 33
   Personnel administration 36
   Organized labour 39
   Labour-management relations 42
   In foreign firms 45

Part II The workplace
4 Work compensation 51
   Starting salaries 52
Contents

Salary components 54
Flexibility in the system 60
Income from employment 61
In foreign firms 64
Appendix I Example of a typical basic salary table 66

5 Corporate organization 70
Corporate structure 72
Corporate headquarters 77
Learning environment 78
Retaining regular employees 81
In foreign firms 83

6 Career in management 86
Performance and promotion 87
A managerial career 93
In foreign firms 94

7 Decision-making 99
Implementing the ‘decision’ 102
In foreign firms 106
Appendix II Case study: the construction of a new factory 108

Part III The marketplace

8 Business transactions 113
Contract 114
Relationship 116
Changing circumstances 120
In foreign firms 122
Appendix III Typical sales contract between two Japanese companies 126

9 Competitive quality 129
Total quality* 130
Marketing strategy 137
In foreign firms 139

10 Corporate presence and the foreign firm 144
The foreign investor 145
The Japanese connection 149
Local regrouping 152