

**AN INTRODUCTORY
BIBLIOGRAPHY FOR
JAPANESE STUDIES**

**Vol. XII, Part 1
Social Sciences
1996-97**

Compiled by the Tōhō Gakkai

Copyright © 2000
The Japan Foundation
ARK Mori Bldg. 20F, 1-12-32 Akasaka, Minato-ku, Tokyo 107-6021, Japan
All rights reserved
Compiled by the Tōhō Gakkai (The Institute of Eastern Culture)
Printed in Japan

ISBN 4-87540-040-3 C

THE JAPAN FOUNDATION

2000

BUSINESS ADMINISTRATION

Takahashi Nobuo
The University of Tokyo

INTRODUCTION

Regarding trends in business administration in the period in question, 1996~1997, due to the slump in the Japanese economy following the bursting of the bubble and the loss of confidence in the Japanese-style system we cannot expect such trends to break away from the gloomy atmosphere which is prevailing over the business world. While the mass media, especially in reports in the economic press, was dominated by a pessimistic view, much praise, by contrast, was continually heaped upon the American-style system, as represented by various new ventures. Thus in the somewhat confused atmosphere generated by the mass media which surrounded the Japanese-style economic system, management studies circles could offer solutions with relatively sober arguments on Japanese-style business administration which comprises the main current of their studies. So this chapter, rather than being classified by narrowly defined academic fields, will attempt to arrange the trends found in management studies circles as a whole, differentiated by topics, in four major currents.

The first current, responding to the demands of society, comprises discussions on Japanese firms. In particular, studies positioning Japanese-style management within the development of internationalization, along with analyses of the organization of Japanese firms and organizational decision-making are worthy of note. A peculiarity of Japanese management studies in the 1990s is

the development of original arguments based on primary sources in Japanese firms.

The second current comprises the evolution theory of management systems. In order to explain how the Japanese-style system emerged, they discuss the evolution of management systems. Already from the 1980s, the term "evolution theory" itself was generally favored by many Japanese management studies scholars. In the latter half of the nineties, however, they may be said to have gone beyond simple analogy to establishing evolution theories empowered to explain empirical management phenomena in Japanese firms in theoretical terms.

The third current comprises organizational activation aimed at suggesting prescriptions to remedy unhealthy Japanese firms. After the oil shock of the 1970s onwards, the Japanese economy moved from high growth to low growth to stable growth. Japanese firms might have been calling out for organizational activation to regain in some way or another the dynamic organizational situation that existed in the period of high economic growth. So far, while the suggested remedies have not necessarily brought success, halfway through the nineties, during the prolonged recession in the Japanese economy, organizational activation has again come to be discussed from various angles.

The fourth current comprises corporate governance which has suddenly come to the fore in the mid-nineties. Unexpected movements have increased uneasy feelings among management studies scholars. According to one interpretation, it may be said that after the bubble burst, the think tanks attached to the securities companies which were involved in creating the securities bubble, foisted their responsibility for the bubble on the corporate management disregarding the shareholders. In order to lay the blame elsewhere, they took the opportunity to offer up corporate governance by way of sacrifice. Of course, there were also, however, many overseas studies of corporate governance, and contributions in the fields of business history and accounting are apparent. Whichever one is chosen for study this will undoubtedly be an important theme in the future.

I. JAPANESE FIRMS

Seki Mitsuhiro [I-01] sounded a warning bell on the hollowing-out of the technical basis of machine industries by which the strength of the Japanese economy had come to be sustained. Kiyonari Tadao and Hashimoto Jurō [I-02], taking cognizance of the progressive disintegration of the Japanese industrial agglomeration, carried out factual investigations of the new model of the industrial agglomeration of Silicon Valley in America. They heaped praise on the American system, symbolizing aspirations toward Silicon Valley, representing the other side of the coin of pessimism over the Japanese economy. In particular, mass media reports on the successive births of new ventures in America and the creation there of new industries and employment opportunities carried great influence. Thus for the third venture boom in Japan from the end of 1994 through 1997, the government-driven rapid completion of infrastructure preparation was fundamental to aid in the start up of new ventures [I-03]. Amid the increase in the social demand for studies on such venture industries and venture capital, Hamada Yasuyuki [I-04] and Hata Nobuyuki and Kamijō Masao [I-05] described the history and present state of Japanese venture capital or, the slightly wider subject of venture finance, and made tentative predictions of desirable future manifestations.

In such a mass media-initiated atmosphere, in scholarly circles, dispassionate analyses of Japanese firms were carried out. A representative example is the case study of the internationalization of Matsushita Electric undertaken by Kagono Tadao [I-06]. It is a study which, having confirmed the historical facts concerning the formation in Asia of a large and complex production network of Japanese enterprises and how it came to guide manufacturing industry to success, evaluated it as being at the center of a global axis of coordinates which had expanded the Japanese management style to an international scale. The founder of Matsushita Electric, Matsushita Kōnosuke, at this time became the subject of increased interest from scholars of management studies in Japan and overseas [I-07]. Kasuya Nobuji and the Hōsei University Institute for

Comparative Economic Studies [I-08] also carried out an investigation of the ubiquitous installation of Japanese labor relations and the Japanese system in the diffusion process of East Asian industrialization dynamism.

Indeed, as indicated by Yoshihara Hideki [I-09], every Japanese firm was not necessarily successful at internationalization. As the Japanese economy stagnated, however, while the awareness of Japanese multinationals remained as before without a major change, attempts to place Japanese industry or multinational enterprises relatively theoretically into international relations or the international state system were made not only by scholars of management studies [I-10] but also by political scientists [I-11].

Another distinctive feature of analysis of Japanese firms in the period in question is the trend toward analysis paying attention to organization and decision-making within organizations. Takahashi Nobuo [I-12] advocated the phenomena and actions of Japanese firms, such as the strong growth impetus and lifetime commitment from a theoretical investigation utilizing the model of its actual logical guidance by the "weight of the future," along with over ten years of rich research data. Among discussions on decision-making from a psychological point of view [I-13], which have most recently grabbed attention, Nagase Katsuhiko [I-14] in a dynamic comparative experiment on individual decisions and group decisions, makes it clear that the group decision-making involving many people characteristic of Japanese firms is reactive and unstable.

In the case of strategic decision-making, however, environmental conditions from the outside of the organization are also important [I-15]. Karube Masaru [I-16], with regard to semiconductor processing technology, indicated those differences between Japanese and American enterprise control strategies and resource allocation patterns attributable to differences in economic systems. Furthermore, as regards studies of organization itself, Nakamura Keisuke [I-17] in case studies on large Japanese private enterprise manufacturing businesses, analyzed various types of task organization within the workplace.

II. EVOLUTION THEORY OF MANAGEMENT SYSTEMS

Among studies utilizing the theoretical framework of evolution theory, Fujimoto Takahiro [II-01] analysed Toyota's methods of production, from the viewpoints of evolution in production, product development and sales systems, on the basis of independently gathered data accumulated over a number of years. This research indicated a novel goal insofar as it was a study of "Toyota-ism" (Toyota production system). Hereafter, however, rather than such evolutionary theories akin to biological images, evolutionary theories founded in game theory are likely to represent the mainstream. Evolutionary theories of the game theory type use mathematical models, without reliance on biological images, in an original way to carry out theoretical research into evolution.

Evolutionary theories of the game theory type comprise two currents. One current, of which the work of Aoki Masahiko and Okuno-Fujiwara Masahiro [II-02] is representative, is comparative institutional analysis. It has a profound influence on studies of evolution games in economics. This research has not exerted a direct influence on management studies theory. However, its major concept of "path dependence" has been coming into general use in management studies texts.

The other current consists of those political science theories of the evolution of cooperation known as Axelrod's theory. Regarding these, the work edited by Takahashi Nobuo [II-03] carried out theoretical investigations and indicated that actual management phenomena can be explained by theories of evolution of cooperation. This research, consisting of a collection of articles by young management studies scholars, is the first text to apply Axelrod's theory to management phenomena and suggests the possibility that, hereafter, theories of the evolution of cooperation will become a cornerstone of management theory. Indeed, Shimizu Takashi [II-04] has made a contribution from the theoretical aspect, while subsequently studies of a similar type, such as Arai Kazuhiro's [II-05] discussion of the Japanese firm's lifetime employment system from the standpoint of game theory, principally Axelrod's theory, have been published.

III. ORGANIZATIONAL ACTIVATION

“Organizational activation” (*soshiki kasseika*) was not a term borrowed from a foreign language. The term “activation” has been used in Japan since around the mid-1970s principally in the field of organization development as a wide concept covering in an all-embracing way modes of thinking and techniques existing in Japan. Within its wide domain, located close to management strategy theory, Kawai Tadahiko [III-01], on the basis of case studies, argued for spiral management with interactively dual loops of strategy formation process: a top-down type loop and a bottom-up type loop, and analysed activated organizations in which it was realized.

In a Japanese firm, superiors allow their subordinates to sidetrack problems which are assigned a low priority (*yarisugoshi*). By way of management theory, Takahashi Nobuo [III-02], indicating from rich research data that, thanks to the organizational phenomena in Japanese enterprise of “*yarisugoshi*” and “taking the blame for another person” (*shirinugui*), even with utilizing on-the-job training to the fullest extent, organizational behavior and the system are able to avoid failure, reassessed the existence of organizational activation. Such studies dealing with everyday phenomena in Japanese firms become a rallying call for the restoration of “true Japanese vocabulary” (*Yamato kotoba*) in organizational theory.

As the analytical framework of organizational activation is not specified, various kinds of approaches are possible. Yamashita Hiroshi [III-03] attempted to model organizational activation through the industrial engineering approach, while Tsuchiya Shigehisa [III-04] analysed cases of organizational activation within a framework of organizational learning theory. Sakakibara Kiyonori [III-05] took up organizational activation from the viewpoint of business esthetics. Then again, since originally organizational development techniques take their significance from their grounding in psychology, the approach to organizational activation through organizational psychology must not be ignored. A series of studies centering around Tao Masao [III-06~08] and

focusing on company personnel seen from their organizational commitment, the burnout syndrome, and technostress accompanying computerization anticipate developments in theoretical and empirical research in the future.

IV. CORPORATE GOVERNANCE

When in December 1997, the Revised Antimonopoly Law was put in force, the postwar ban prohibiting pure holding companies in Japan was lifted. Shimotani Masahiro [IV-01] touched on discussion up until then surrounding the lifting of the ban on holding companies and the fact of success in avoiding the bad effects of the formation of conglomerates, and regarded it as doubtful whether in fact the lifting of the ban would be effective in economic revitalization. Some Japanese financiers think that holding companies keep a distance from business and the achievement of efficient management. But it is a baseless illusion. Such vague yearnings toward the Anglo-American pattern of financial rivalry (deliberate spending, merger and acquisition) as opposed to the Japanese pattern of industrial rivalry (efficiency of production) [IV-02] are often attached to discussions of corporate governance.

On the historical side, however, Morikawa Hidemasa [IV-03], in indicating the deception of discussions of corporate governance, showed the downfall of what might be expected to be intelligently run commercial capital enterprises. Now in Asia at least, those Japanese manufacturers who continued to adhere to the basic philosophy of solid honesty brought success to their manufacturing [I-06]. Corporate governance as it should be is sure to be no mere passing fad. As indicated by Takamura Naosuke [IV-04], since previously the great merchant families of Japanese modern history practiced separation of ownership and management on a wide scale, it is something which the Japanese built up of their own accord over a long period within Japan [IV-05, 06]. Then again, as indicated by Gotō Masatoshi [IV-07], the obligation in Japan for management to disclose its forecast information is a characteristic institution unique in the world. Even in America proud of leading information publication systems, when in the first

half of the 1970s an increase in discussion of systems for forecasts information disclosure occurred, the system of compulsory publication on demand was not established.

Doubtless, along with the existence of the trend which Itō Motoshige [IV-08] calls “market-centrism,” company pensions [IV-09], as in America, are bound to increase in importance in Japanese company governance. From the time of the merger and acquisition boom in America beginning in the latter half of the 1960s, however, even within the same company, with company management neither able to appraise concrete suggestions from the operative sections which have been taken over nor able to see performance, communication between the head office manager and the actual site breaks down and ruin becomes a reality. For instance, even if the company makes public exhaustive information, investors and shareholders in the market cannot necessarily do evaluation more precisely than the head office in the same company. Questions of corporate governance are not from start to finish a matter of assertion of the dominance of the shareholder, but in future, they should be considered questions for the whole body of stakeholders in an organizational network far exceeding the boundaries of the firms [IV-10].

V. MISCELLANEOUS

Besides the above, there have been several new developments. Firstly, Nobeoka Kentarō [V-01] has examined multi-project strategy based in the automobile industry. In future, it is possible that in Japan, project management will become a major research topic [V-02]. Besides, with the activities of the volunteers in the Great Hanshin Earthquake of January 1995, the existence of citizen nonprofit organizations (NPOs) has gained great appeal, and research into NPOs, including a trend toward the setting up of study groups, is a sign of their acceptance [V-03~05]. Then, although representing only an initial germination, what Nakamaki Hirochika and Hioki Kōichirō [V-06] call “an anthropology of management” has been attempted up to now here and there in Japanese management studies. Methods of putting together ethno-

graphically aware organizational analyses are awaited as future research developments. Besides, attempts at collating retrospectively major theories [V-07], management scholars [V-08, 09] and sources [V-10] appeared.

BIBLIOGRAPHY

I. Japanese Firms

- 01 関 満博 Seki Mitsuhiro, 『空洞化を超えて——技術と地域の再構築』 *Beyond Deindustrialization: Rebuilding Technology and Regions*, 258 pp., 日本経済新聞社, 1997.

This book points out the demise through “running sores” of the technical basis of machine industries by which the strength of the Japanese economy came to be sustained, and sounds a warning bell over the hollowing-out of technology.

- 02 清成忠男・橋本寿朗 (編) Kiyonari Tadao and Hashimoto Jurō (eds.), 『日本型産業集積の未来像』 *The Future Appearance of the Japanese-Style Industrial Agglomeration*, 269 pp., 日本経済新聞社, 1997.

Taking cognizance of the progressive disintegration of the Japanese industrial agglomeration, the editors bring together the results of factual investigations of the new model of industry of Silicon Valley in America. Following on from the clarification of the actual state of Silicon Valley and the Asian Connection and a comparison with the northern Italian (Lombardy) industrial region, directions for the rebirth of Japanese industrial agglomeration are explored.

- 03 松田修一 Matsuda Shūichi, 『起業論』 *Entrepreneur*, 266 pp., 日本経済新聞社, 1997.

- 04 浜田康行 Hamada Yasuyuki, 『日本のベンチャーキャピタル——未来への戦略投資』 *Japanese Venture Capital: Strategic Investment toward the Future*, 318 pp., 日本経済新聞社, 1996.

This book describes the characteristics of Japanese venture capital and the history of Japanese venture finance.

- 05 秦 信行・上條正夫 (編) Hata Nobuyuki and Kamijō Masao (eds.), 『ベンチャーファイナンスの多様化』 *Diversification of Venture Finance*, 297 pp., 日本経済新聞社, 1996.

After careful consideration of the present state of finance in Japanese small businesses as a whole, this work indicates the history and present

condition of Japanese venture capital (VC), then gives a comparison with American VC, the scale of funds, venture capital sources, the business nature of enterprises in which investment is made, stages of growth, and differences and problems in the methods of capital return. Not restricted to VC, on a somewhat wider range of finances, it makes tentative predictions of desirable future developments in Japanese venture finance.

- 06 加護野忠男 Kagono Tadao, 『日本型経営の復権』 *The Resurrection of Japanese-Style Management*, 341 pp., PHP 研究所, 1997.

Focusing on a case study of internationalization at Matsushita Electric, this work describes how the Japanese manufacturer, retaining its basic philosophy with the solid honesty of an old-fashioned manufacturer, formed a huge and complex production network in Asia and guided manufacturing industry to success. In contrast, it gives a persuasive description of the historical facts of how astutely clever commercial capitalist firms failed in the bitter rivalries against Japanese firms over the past thirty years and more.

- 07 松下社会科学振興財団日本の経営研究会(編) The Matsushita Foundation for Management and Social Sciences Japanese Management Study Meeting (ed.), 『日本的経営の本流——松下幸之助の発想と戦略』 *Mainstream of Japanese Management: Matsushita Kōnosuke's Ideas and Strategy*, 289 pp., PHP 研究所, 1997.

This work attempts to approach the strategy and organization of Matsushita Electric through the ideas and way of thinking of Matsushita Kōnosuke, and to explain the thought and ideas behind Matsushita Electric, as a typical enterprise of Japanese management.

- 08 法政大学比較経済研究所・粕谷信次(編) Hōsei University Institute for Comparative Economic Studies and Kasuya Nobuji (eds.), 『東アジア工業化ダイナミズム——21世紀への挑戦』 *The Dynamism of East Asian Industrialization: Challenge of the 21st Century*, 330 pp., 法政大学出版局, 1997.

Besides looking at the diffusion process of East Asian industrialization dynamism in Thailand, China and India, this work carries out an investigation of the universality of Japanese labor relations and the Japanese system.

- 09 吉原英樹 Yoshihara Hideki, 『未熟な国際経営』 *Immature International Management*, 207 pp., 白桃書房, 1996.

In order to examine the present state of international management of Japanese firms, the author carried out a survey of 427 parent companies in Japan and 634 overseas subsidiaries of Japanese enterprises in the U.S.A.,

U.K., Germany, Singapore and Taiwan. The results indicated the following distinctive features: (1) in many cases, the performance of overseas subsidiaries of Japanese enterprises was in general poor or loss-making; (2) especially at the management level, the localization of overseas subsidiaries had not progressed; (3) internationalization (internal internationalization) of Japanese parent companies had not progressed. Thus the designation “immature international management” is used.

- 10 鈴木典比古 Suzuki Norihiko, 『多国籍企業と国際関係の統合理論——グラフによるパラダイム・シフト分析』 *The Multinational Business and International Relations: A Graphical Analysis of Paradigm Shift*, 239 pp., 国際書院, 1996.

Combining the three analytical positions of realism, pluralism and globalism, this novel study attempts a theoretical analysis of the activities of multinational enterprises and nation states.

- 11 恒川恵市 Tsunekawa Keiichi, 『企業と国家』 *The State and Private Enterprise*, 351 pp., 東京大学出版会, 1996.

This work focuses on State activities which influence private enterprise planning and private enterprise activities which influence State policy, with the power relations between the two. While power relations between the two vary with the timing of industrialization, the nature of society and the State prior to industrialization and the position in the international State system, it suggests that the progress of private enterprise toward a multinational status creates difficulties for the State in the work of economic administration.

- 12 高橋伸夫 Takahashi Nobuo, 『日本企業の意味決定原理』 *Principles of Decision-Making in Japanese Firms*, 288 pp., 東京大学出版会, 1997.

The phenomena in Japanese firms of a strong growth impetus and lifetime commitment are seen as apparently irrational from the rational decision-making theories of game theory and decision theory. But, this work perceives them as in fact rational guided by the “weight of the future.” Besides a theoretical investigation concluding that a “leaning on the future” paradigm system could survive, it bases its argument on an analysis of more than ten years’ rich research data.

- 13 印南一路 Innami Ichiro, 『すぐれた意思決定——判断と選択の心理学』 *Excellent Decision-Making: The Psychology of Judgment and Choice*, 325 pp., 中央公論社, 1997.

- 14 長瀬勝彦 Nagase Katsuhiko, 個人決定と合議決定の乖離に関する動態的分析 “A Dynamic Analysis of Decision-Making by Individuals and Groups,” 『組織科学』 31 卷 2 号, pp. 60-78, 組織学会, 1997.

Having reviewed sources relevant to group decision-making, the author carried out dynamic comparative experiments on individual and group decisions in a milieu of risk under competitive conditions. As a result, it became clear that when teams consisting of small numbers of people were less influenced by positive and negative feedback, their decision-making was non-reactive and stable.

- 15 伊藤秀史 (編) Itō Hideshi (ed.), 『日本の企業システム』 *The Japanese Firm as a System*, 386 pp., 東京大学出版会, 1996.

Scholars, mainly economists, basing their work on the newest standard analytical tools and concepts, analyze the internal organization of Japanese firms and various aspects of the market and non-market environments surrounding firms.

- 16 軽部 大 Karube Masaru, 日米半導体産業における制度と企業戦略——資源投入の二極分化の可能性について “Institutions and Corporate Strategy in the Japanese and U.S. Semiconductor Industries: Exploring the Possibility of Polarization in Resource Allocation,” 『組織科学』 31 巻 1 号, pp. 85–98, 組織学会, 1997.

This article indicates the differences between Japanese and American enterprise control strategies and resource allocation patterns with regard to semiconductor processing technology. It advocates that the possibility of externalizing operations through a U.S.-style economic system results in the resource allocation polarizing underdeveloped and developed areas.

- 17 中村圭介 Nakamura Keisuke, 『日本の職場と生産システム』 *Japan's Production System and the Organization of Work*, 268 pp., 東京大学出版会, 1996.

Based on the critical investigation of intellectual skill theory and the socio-technical system, this study links Japanese company workplaces and research in the three areas: (1) production management, (2) product development and (3) inter-enterprise relations as regards the division of labor through sub-contracting. Through case studies of large Japanese private enterprise manufacturing businesses, it analyzes all types of task organization within the workplace and reconstructs the Japanese production system as a whole.

II. Evolution Theory of Management Systems

- 01 藤本隆宏 Fujimoto Takahiro, 『生産システムの進化論——トヨタ自動車にみる組織能力と創発プロセス』 *The Theory of Evolution of a Production System: Organizational Capability and the Emerging Process in Toyota Motors*, 389 pp., 有斐閣, 1997.

Based on high quality primary source material regarding Toyota

Motors, this work discusses separately the rise and evolution of the emergent formation of production, product development and sales systems and the demonstration of competitiveness on the world market. (1) In regard to new ideas and suggestions, with a vertical internal selection mechanism in which the operation level decides the process with regard to potential customers and “production site first-ism” (*gemba shugi* 現場主義) acts as a mechanism for selection within the organization and (2) with settlement for any concept of a form acceptable in general to top and lower management and the labor unions, a horizontal expansion mechanism through which may be designated a sideways expansion disseminated rapidly to numerous factories is indicated as one key to the dynamic capability of Toyota.

- 02 青木昌彦・奥野 (藤原) 正寛 (編) Aoki Masahiko and Okuno-Fujiwara Masahiro (eds.), 『経済システムの比較制度分析』 *Comparative Institutional Analysis: A New Approach to Economic Systems*, 353pp., 東京大学出版会, 1996.

In actual economies, there exist, for instance, differing types of enterprises and systems, like Japanese-type enterprises and American-type enterprises. With regard to such phenomena, adopting an evolutionary game approach, in cases where multiple equilibria exist, this work seeks to analyze historical path dependence in terms of evolutionary equilibria with local asymptotic stability. In addition, Japan's main bank system and the relationships between government and industry are also examined.

- 03 高橋伸夫 (編) Takahashi Nobuo (ed.), 『未来傾斜原理——協調的な経営行動の進化』 *Leaning on Future Principle: Evolution of Cooperative Administrative Behavior*, 250 pp., 白桃書房, 1996.

This is a collection of articles which attempts to explain the occurrence of a lukewarm constitution and organizational activation in terms of applying Robert Axelrod's evolution of cooperation theory in the game theory to empirical management phenomena, such as the supplier system in the automobile industry, the research and development alliance in the pharmaceutical industry, and cross-licensing in the semiconductor industry. It is the first text to apply Axelrod's theory to the phenomena of management.

- 04 清水 剛 Shimizu Takashi, 有限反復囚人のジレンマにおける協調行動の進化 “Evolution of Cooperation in the Finitely Repeated Prisoner's Dilemma,” 『行動計量学』 24 巻 1 号, pp. 101–111, 日本行動計量学会, 1997.

Following up Robert Axelrod's computer simulation and making clear

the unexpected fact that in the model first used, tit for tat strategy, is not always strong, this work discusses the logic and conditions of the evolution of cooperation.

- 05 荒井一博 Arai Kazuhiro, 『終身雇用制と日本文化』 *The System of Lifetime Employment and Japanese Culture*, 191 pp., 中央公論社, 1997.

III. Organizational Activation

- 01 河合忠彦 Kawai Tadahiko, 『戦略的組織革新』 *Strategic Organizational Innovation*, 277 pp., 有斐閣, 1996.

This work argues for spiral management with interactively used dual loops of the strategy formation process: a top-down type loop and a bottom-up type loop, and analyzes activated organizations in which it has been realized. Beginning with the case of Asahi Beer as an example of the framework employed, it makes a comparative analysis of the cases of the Japanese major electrical appliance manufacturers Sharp, Sony and Matsushita Electric.

- 02 高橋伸夫 Takahashi Nobuo, 『できる社員は「やり過ぎす」』 *Proficient Company Employees "Sidetrack the Problems,"* 200 pp., ネスコ/文藝春秋, 1996.

In Japanese firms, when someone avoid completing his or her assigned tasks long enough, those sometimes become unnecessary. The superiors allow their subordinates to sidetrack the problems assigned a low priority. The author calls this phenomenon "yarisugoshi" in Japanese. This book takes its analysis from rich research data on the everyday organizational phenomena such as "yarisugoshi" and "taking the blame for another person" (*shirinugui* 尻ぬぐい) in Japanese firms. For example, in Japanese firms, there is a tendency toward tacit agreement that the cost of "yarisugoshi" is considered as a training cost or selection cost in the training of future executives or managers. And this is exactly why "yarisugoshi" is intended not to be restricted severely in Japanese firms. It is indicated that, thanks to these phenomena, organizational behavior and the system in Japanese firms are able to avoid failure even with utilizing on-the-job training to the fullest extent.

- 03 山下洋史 Yamashita Hiroshi, 『人的資源管理の理論と実際』 *Theory and Practice of Human Resource Management*, 217 pp., 東京経済情報出版, 1996.
- 04 土谷茂久 Tsuchiya Shigehisa, 『柔らかい組織の経営——現代社会のあいまいさにどう対応するか』 *Management of Soft Organizations: How Can the Ambiguity of Contemporary Society be Countered ?*, 237 pp., 同文館, 1996.

- 05 榊原清則 Sakakibara Kiyonori, 『美しい企業 醜い企業』 *Beautiful Enterprise and Ugly Enterprise*, 222 pp., 講談社, 1996.

By means of a comparison between Japanese companies and European companies, this work takes up organizational activation from the viewpoint of companies' esthetics with frequent occurrences of dramatic incidents and emotion-stirring dynamic theatrical-style events.

- 06 田尾雅夫 (編) Tao Masao (ed.), 『「会社人間」の研究——組織コミットメントの理論と実際』 *A Study of "the Company Man": The Theory and Practice of Organizational Commitment*, 334 pp., 京都大学学術出版会, 1997.

A review of literature on the human type called a "company man" and their behavior, and how to discuss organizational commitment. It also examines the small size data using a questionnaire similar to the organizational commitment questionnaire (OCQ).

- 07 田尾雅夫・久保真人 Tao Masao and Kubo Masato, 『バーンアウトの理論と実際——心理学的アプローチ』 *The Theory and Practice of Burnout: A Psychological Approach*, 184 pp., 誠信書房, 1996.

This work reviews the literature on the symptoms and condition of the burnout syndrome along with the relationship of its causes and effects and its alleviation methods. It also analyzes the data of a questionnaire carried out with approximately one thousand nurses in Kyoto prefecture.

- 08 田尾雅夫・吉川肇子・高木浩人 Tao Masao, Kikkawa Toshiko, and Takagi Hiroto, 『コンピュータ化の経営管理』 *The Management of Computerization*, 298 pp., 白桃書房, 1996.

A review of studies dealing with organizational changes arising from computerization. It categorizes studies into the domains of bureaucracy, human relations, communication, technostress, and socio-technical systems.

IV. Corporate Governance

- 01 下谷政弘 Shimotani Masahiro, 『持株会社解禁』 *The Lifting of the Ban on Holding Companies*, 232 pp., 中央公論社, 1996.

This work looks back over past discussion surrounding the lifting of the ban on holding companies, historical developments up until the ban was imposed and the characteristics of postwar Japanese firms' internal organizations and industrial organizations. Japanese large scale companies succeeded in avoiding the bad effects of conglomeration. Therefore it is rather doubtful whether in fact the lifting of the ban will prove effective in economic revitalization.

- 02 稲上 毅 Inagami Takeshi, 『現代英国経営事情』 *Modern British Manage-*

ment, 299 pp., 日本労働研究機構, 1997.

Taken from the viewpoint of Anglo-American financial rivalry (deliberate spending, merger and acquisition) as opposed to the Japanese viewpoint of industrial rivalry (efficiency of production), this study analyzes modern British management. British-style management is defined as short-run management indifferent to investment in human capital under the strong influence of fickle or unstable shareholding by City-based shareholders. It emphasises the continuity of British-style management through financial control.

- 03 森川英正 Morikawa Hidemasa, 『トップ・マネジメントの経営史』 *Business History of Top Management*, 300 pp., 有斐閣, 1996.

In examining how the managerial enterprise emerged from the family company, this work indicates the deception of corporate governance as a source of the downfall of the bubble economy. It raises (1) main bank's pursuit of the profit-first principle having taken advantage of the Plaza Accord in 1985, (2) the big enterprises failed to see through the bubble due to their herd-behavior and (3) the loss of business ethics.

- 04 高村直助 Takamura Naosuke, 『会社の誕生』 *The Birth of the Company*, 220 pp., 吉川弘文館, 1996.

This book clarifies the process of formation and diffusion of private corporations in Japan in the latter half of the nineteenth century. The fact of the spread of private corporations in a comparatively short time indicates that, for instance, as the separation of ownership and management was widely practiced by the great merchant families of modern historical times, the prerequisites for the wide acceptance of private corporations had already matured in modern times.

- 05 宮川隆泰 Miyakawa Takayasu, 『岩崎小彌太——三菱を育てた経営理念』 *Iwasaki Koyata: The Business Philosophy Fostering Mitsubishi*, 292 pp., 中央公論社, 1996.

This work describes how Iwasaki Koyata, nephew of the Mitsubishi founder Iwasaki Yatarō 岩崎彌太郎, as owner-manager of the Mitsubishi *zaibatsu*, got through the troubled period of the first half of the twentieth century.

- 06 竹内常善・阿部武司・沢井 実 (編) Takeuchi Tsuneyoshi, Abe Takeshi, and Sawai Minoru (eds.), 『近代日本における企業家の諸系譜』 *The Genealogies of Entrepreneurs in Modern Japan*, 284 pp., 大阪大学出版会, 1996.

A historical analysis of the development of the Japanese economy is carried out through the biographical introduction of several managers of

Japanese small businesses.

- 07 後藤雅敏 Gotō Masatoshi, 『会計と予測情報』 *Accounting and Forecast Information*, 205 pp., 中央経済社, 1997.

The obligation in Japan for management to disclose its forecast information is a characteristic institution unique in the world. This work analyses financial news including the short comments, especially the forecasts made by managers, carried in the morning editions of the newspaper *Nihon Keizai Shimbun* 日本経済新聞. Through determination of the extent of influence of these forecasts on stock prices, it makes clear the significance of this system of forecast information disclosure. Regarding this system, even in an America proud of leading information disclosure, when in the first half of the 1970s an increase in the discussion of systems for forecast information disclosure occurred, a system of compulsory publication was not established.

- 08 伊藤元重 Itō Motoshige, 『市場主義』 *Market-Centrism*, 214 pp., 講談社, 1996.
- 09 今福愛志 Imafuku Aishi, 『企業年金会計の国際比較』 *An International Comparison of Corporate Pension Finance*, 430 pp., 中央経済社, 1996.

This work takes up the problems confronting Japanese company pension finance from an international standpoint. It investigates American, British, Canadian, and German pension finance standards and their practices, as well as international accounting standards, from different viewpoints of accounting theory, accounting systems, and actual facts. Focusing on (1) the interactive processes of pension finance standards and company pension systems and (2) the basic problems of company finance raised by pension finance it explores problematical points in the Japanese system of company pension finance.

- 10 高橋伸夫 (編) Takahashi Nobuo (ed.), 『組織文化の経営学』 *Management Theory of Organizational Culture*, 202 pp., 中央経済社, 1997.

According to modern organizational theory, participants of the organization are considered to include not only the workforce, but also stakeholders like employers, customers, and shareholders. Consequently, this work examines the most recent discussions on multinational companies, organizational learning theory, corporate identity, customer satisfaction, and corporate advertising from the viewpoint of organizational culture which develops along the organizational network beyond the firms' boundary.

- 11 寺本義也・坂井種次・西村友幸 Teramoto Yoshiya, Sakai Taneji, and Nishimura Tomoyuki, 『日本企業のコーポレートガバナンス』 *Corporate*

Governance of Japanese Firms, 260 pp., 生産性出版, 1997.

V. Miscellaneous

- 01 延岡健太郎 Nobeoka Kentarō, 『マルチプロジェクト戦略』 *Multi-Project Strategy*, 221 pp., 有斐閣, 1996.

Based on automobile production, this book examines multi-project strategies concerned with optimizing the product portfolio of a corporation as a whole, without the loss of appeal of individual products.

- 02 林 伸二 Hayashi Shinji, 『組織が活力を取りもどす——プロジェクトの立案から監査まで』 *Recovering the Vitality of an Organization: From Project Preparation to Inspection*, 165 pp., 同友館, 1997.

- 03 電通総研 (編) Dentsu Institute for Human Studies (ed.), 『民間非営利組織 NPO とは何か』 *What are Nonprofit Organizations (NPOs) ?*, 221 pp., 日本経済新聞社, 1996.

Beginning with a definition of the nonprofit organization, and a comparison between the current Japanese situation and that of the West, this work examines the distinctive features of the organization and the operation of an NPO by contrast with a government agency or private company.

- 04 三島祥宏 Mishima Yoshihiro, 『コミュニティ財団のすべて』 *All About Community Foundations*, 236 pp., 清文社, 1996.

This book sets out the history of American community foundations and their current state of activities and operations, such as the tax status, organizational type, capital, donations, and aid functions, followed by the current situation and problems of Japanese community foundations.

- 05 富沢賢治・川口清史 (編) Tomizawa Kenji and Kawaguchi Kiyofumi (eds.), 『非営利・協同セクターの理論と現実——参加型社会システムを求めて』 *The Theory and Current State of the Nonprofit and Cooperative Sectors: Toward a Participation Social System*, 440 pp., 日本経済評論社, 1997.

- 06 中牧弘允・日置弘一郎 (編) Nakamaki Hirochika and Hioki Kōichirō, 『経営人類学ことはじめ——会社とサラリーマン』 *Toward an Anthropology of Management*, 350 pp., 東方出版, 1997.

Company “ethnographic records” noted by the collaborative research group of the National Museum of Ethnology (国立民族学博物館) generated from the viewpoint of life records made up as synchronic “company records” not as diachronic company histories.

- 07 経営学史学会 (編) Society for the History of Management Studies (ed.), 『アメリカ経営学の潮流』 *Trends in American Management Studies* [経営学史学会年報 4], 234 pp., 文真堂, 1997.

- 08 加藤勝康 Katō Katsuyasu, 『バーナードとヘンダーソン——The Func-

tions of the Executive の形成過程』 *Chester I. Barnard and William O. Henderson: The Formation Process of the Functions of the Executive*, 785 pp., 文真堂, 1996.

- 09 松田裕之 Matsuda Hiroyuki, 『AT&T を創った人びと——企業労務のイノベーション』 *The Founders of AT&T and Innovation in Labor Relations*, 244 pp., 日本経済評論社, 1996.

In a history of AT&T, taking up its subjects Chester I. Barnard, G. Elton Mayo, and Frederick Herzberg, who participated in the domain of personnel and labor relations, this work describes one pattern of the development of labor relations theory with the AT&T as its setting.

- 10 経営史学会 (編) Business History Society of Japan (ed.), 『日本会社史研究総覧——経営史学会創立30周年記念』 *An Overview of Research into Japanese Company Histories: In Commemoration of the Thirtieth Anniversary of the Business History Society of Japan*, 553 pp., 文真堂, 1996.