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# Management and Culture in East Asia (Japan)

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# Management Flow

- From West to East: 1. Taylorism 2. Scientific management (optimization, communication)
- From East to West: Total Quality Management – Zero Defect, Just-in-Time, etc.

# Japanese Culture and Management Before Bubble (-1990)

- Company as a family (from state as a family (Clan system, Neo-Confucianism, Kokutai, Life-time employment, etc.))
- Belonging and Faithfulness (Watching the crows)
- Submission to elders
- Care for youngsters
- *Loyalty more important than Efficiency*

# Bubble and Post-

- Worsening economic reality – management is less family-like
- Life-time employment system is damaged
- New management models (Nissan-Renault 44,3% in 2002)
- New elements – from *seishain* (正社員) to *hakenshain* (派遣社員) and *keiyakushain* (契約社員) (1986 – 2008, 17% - 34%)
- 2014 Suicide in Japan – full grown adults (40-49years), in West – teenagers
- *Karoshi* (過勞死)

# Kamei Shuji

- 26-year stockbroker from Osaka
- Sales leader – 180% productivity
- 1 October 1990 – largest drop at Tokyo Stock Exchange
- Same month - Kamei Shuji dies from sudden heart attack
- First identified *karoshi*

# Kamei's Conditions

- Work day from 6.50 a.m. till 10.00 p.m. - endure
- Client's dilemma: betray small clients to keep the big ones – no trust
- Ace company had no resources to help Kamei – no care
- Could not satisfy everyone – unaccomplished duty
- Clash between loyalty culture and financial reality, efficiency-prone management
- *Faith is not enough*

# Literature

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