

Preface

Japanese management is known worldwide as top one since Japanese enterprises managed to keep positive performance in spite of difficult economic crisis and problems. Japanese management brought the country, from deep recession, to the country which represents top of success in industry and economy in general. Today's highly developed Japan is a proof that each enterprise can work well and gain high profit, regardless difficult conditions of business, under the term that total of it's activities is oriented toward satisfaction of needs of buyers, and that business is based on appropriate production philosophy. According to Japanese production philosophy and culture of work, fulfillment of these two term needs knowledge, will and trust that each business problem is possible to be solved by own creative strenght.

World is amazed by the fact that Japanese management, both in philosophy and application, is unique and efficient in sense of achieving optimal results. Philosophic foundation and economic logic from one, as well as fascinating simplicity of management methods on the other side, can confuse the world. Simplicity, which is sometimes close to triviality, combined with economic thought and holistic approach to solving problems, gives in Japanese enterprises almost unbelievable results: multiple increasement of profitability of business, extraordinary increasement of work productivity, absolute elimination of defects in production, fantastic reduction of preparation time, elimination of warehouses and stocks, shortening of steps, etc.

Japanese management, and way of doing things in general, became subject of studies and researches worldwide. The reason is fact that Japanese management represents method of management in broader sense, which gives successful results and contribute realization of optimal goals. Therefore, this book will, in our professional public, contribute closer introduction with huge successes which Japan achieves, first of all, thanking to implementation of modern methods of management. The book should make more familiar to our people everything what has been applied in Japan in order to

achieve such big results of Japanese society in general. Japan is a country of big progress, Japan is a country of successful management, Japan is a country of changes. Therefore, changes give essential characteristic to Japanese development and "economic miracle" in positive sense.

The concept of the **JAPANESE MANAGEMENT** book allows, through three chapters, studying of three most important aspects of development and success of Japanese management: 1. management and culture of work in Japan; 2. secrets of success of Japanese management and 3. management of the most successful enterprises in Japan.

The first chapter of the book talks about management and the culture of work, related exclusively to success of Japanese management, which found it's basic strenght in Japanese culture of work. Therefore, culture of work and motive and initiator and willing factor of work, as the most elevated act of a Japanese, to whom work is the goal of all goals. Management based on such goals must achieve big results.

Secrets of success of Japanese management are subject of second chapter of the book, where we gave a lot of examples about secrets of success of Japanese management, which are they and how do they look like. Starting point is principle of Japanese management, so we further talk about "one minute managers", secrets of Japanese management system, as well as strategy of Japanese companies and some shapes of organization of work in Japanese enterprise.

The third chapter of the book talks closer about management of the most successful Japanese enterprises, which can be recorded as world's champions of success. They are the champions, of course, based on successful management. Here we quoted examples of successful management of champion enterprises, first of all, in the field of production, since successes of Japanese production are the basis of all Japanese successes and giant results of "the country of rising sun".

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