

Content

	Page
1. MANAGEMENT AND THE CULTURE OF WORK	
1.1. DEVELOPMENT OF MANAGEMENT THEORY	21
1.2. MANAGEMENT - MODERN MANAGING FUNCTION	25
1.3. INTERNATIONAL MANAGEMENT	27
1.4. MANAGEMENT AND MANAGERS	30
1.5. ADDIGEST'S THEORY OF MANAGEMENT	33
1.6. MANAGEMENT - JAPANESE MODEL	36
1.7. JAPANESE MANAGEMENT	39
1.7.1. General Approach	39
1.8. JAPANESE MANAGEMENT PRACTICE	42
1.8.1. Management of a Company	42
1.8.2. Organization and Systems	43
1.8.3. "Hard" and "Soft" Factors	48
1.9. MANAGEMENT - AMERICAN STYLE	49
1.9.1. Orientation to People	50
1.9.2. Information	51
1.9.3. Planning and Control	52
1.9.4. Trust in Managers	52
1.9.5. American Style of Management	53
1.9.6. "Hybrid" Management	54
1.10. JAPANESE CULTURE OF WORK AND MANAGEMENT	57
1.10.1. Culture of Work and Management	57
1.10.2. Management and Loyalty to the Boss	60
1.10.3. Management and Division of Labour	61
System of work - "model of a voleyball team"	64
1.10.4. Management and Attitude toward Work	65
Japanese (and American) Attitude toward Work	65
1. Employment of workers	65
2. Ownership of the company	66
3. Motivation and responsibility of employees	66
1.11. MANAGEMENT AND DECISION MAKING	68
1.11.1. Decision Making Processes in Japanese Firms	68
1.11.2. President of the Company and Leadership	71
1.11.3. Group Decision Making	74
1.12. MANAGEMENT STYLE OF AN AMERICAN COMPANY	77
1.12.1. Style of Leadership and "Good Director"	77
1.12.2. Style of Leadership and "to know to listen"	82
1.12.3. Key of Success are - People	85

2. SECRETS OF SUCCESS OF JAPANESE MANAGEMENT

2.1. BASIC PRINCIPLES OF JAPANESE MANAGEMENT	91
2.1.1. Acceptance of All Advices	91
2.1.2. Trust in Work-Management System	92
2.1.3. Changes and Management	94
2.1.4. Organization and Management	95
2.2. SECRETS OF THE "ONE MINUTE MANAGER"	96
2.2.1. Symbol	96
2.2.2. The First Secret: One Minute Goals	98
2.2.3. The Second Secret: One Minute Praises	100
2.2.4. The Third Secret: One Minute Reproach	102
2.2.5. "One Minute Manager" Explains - Goals	103
2.2.6. "One Minute Manager" Explains - Praises	105
2.2.7. "One Minute Manager" Explains - Reproaches	106
2.3. SECRETS OF JAPANESE MANAGEMENT SYSTEM	110
2.3.1. Characteristics of the Japanese Management	110
2.3.2. Functions of Leading Structure	112
2.3.3. Role of Middle-Level Managers - Bucho and Kacho	116
2.3.4. Controllers or Supervisors	119
2.3.5. Management and Corporate Culture	122
2.3.6. Semi-formal Network of Communication	125
2.3.7. "Nemawashi" and "Ringi"	127
2.3.8. Large Office	128
2.3.9. Job Rotation	130
Projection of More Difficult Goals	131
2.3.10. Working Groups - "Quality Control Circle"	134
2.4. STRATEGY OF JAPANESE COMPANIES	136
2.4.1. Orientation to Intensive Development	136
2.4.2. Strategy of Production Technology	137
2.4.3. New Japanese Business Strategy	141
Strategy of "Knowledge"	143
2.4.4. Basis of Japanese Trade and Savings	146
2.4.5. Flexible Production and Marketing	151
2.4.6. Human Resource Management	153
2.4.7. Producer-Bank-Trade System	155
2.5. EMPLOYMENT, ON-THE-JOB RELATIONS AND MANAGEMENT	158
2.5.1. Life-term Work and Employment	158
2.5.2. Seniority System and Salaries	161

3. MANAGEMENT OF WORLD CHAMPIONS IN PRODUCTION

3.1. MANAGEMENT OF FORDISM AND TOYODISM	167
3.1.1. Management of Industry as Science - Toyodism	167
Toyodism - industry as science	170
Just-in-time	172
Development of Toyodism	173
Toyota's system of management	174
Policy of Japanese enterprises	178

3.2. EFFECTS OF WORK OF WORLD CHAMPIONS	180
3.2.1. Production -Quality and Productivity	180
3.2.2. Serials, Changes of Tools, Productivity	184
Measurement of performance for various factories	186
Total step time - from order to delivery	187
3.3. CHOICE OF DIRECTIONS OF DEVELOPMENT	191
3.3.1. Honda - Example of Toyodistic System	191
Business building - a working room	192
3.3.3. The Leading Team of Enterprise	197
Leadership	200
3.3.4. Philosophy and Goals of Enterprise	200
The Honda Way	202
The Toyota Way	203
The Nissan Way	204
3.4. ORGANIZATION OF TOYODISTIC ENTERPRISES	205
3.4.1. Dynamic Organizational Forms	205
Living organization	206
3.4.2. Matrix Organization of Enterprises	208
3.4.3. Organization of "Products' Development"	210
1. Model 0 - Functional organization	210
2. Model 1 - Project organization	211
3. Model 2 - Matrix organization with... - "heavy management"	212
Honda's "bunchin" organization	215
3.4.4. Participation of Organizations and Management by Objectives	216
Management by Objectives - MbO	219
3.5. MANAGEMENT AND TEAM WORK	221
3.5.1. "Fragile" and "Robust" Management	221
3.5.2. Leadership, Learning and Team Work	223
3.5.3. Management and Team Work - Continue	226
3.6. TECHNOLOGIES OF TOYODISTIC ENTERPRISES	230
3.6.1. Technological Development and Production Technologies	230
Production Technologies and Automation	233
3.6.2. Toyodistic Production Technologie	234
Autonomation or pre-automation	236
Flexible technologies and robots	237
3.6.3. Technology and Productivity	238
1. Importance of kanban-system for business	241
2. U-line technology and just-in-time	243
3.6.4. Development of Production Technologies	244
3.6.5. Technology for Development of Products	247
Fordism and Toyodism in development	249
Just-in-time deliveries	252
3.6.6. Toyodistic Organization and Strategy of Production	253
 Literature	263
Annex: List of tables and pictures	265
Index	267
Abbreviations	268
About the author	269