

Course Title	:	Japanese Management
Course Code	:	HRM356
No. of Credits/Semester	:	3
Mode of Tuition	:	Sectional Approach
Category in Major Programme	:	Human Resources Management
Hours Assigned	:	3 hours per week
Prerequisite	:	None

Under the liberal arts education philosophy, the course is provided to broaden students' perspectives by studying a management system – Japanese management – which is rather different from the Western system. This elective is designed to develop student's understanding of the myth of Japanese human resources management practices. This requires the students to be exposed to a number of conceptual and theoretical issues, before critically examining the actual patterns of Japanese management practices. By the end of the course, the students should be equipped with the necessary knowledge to explain the patterns of employment practices in contemporary Japan, understand their interaction and change over time, and appreciate how Japanese organizations manage their employment relations.

INDICATIVE CONTENT

The curriculum is divided into two parts. The first part includes the concepts and theories relevant to the understanding of Japanese human resources management practices. The second part includes the characteristics of human resources management practiced by large Japanese organizations, their recent changes and the factors contributing to these changes in the current post-Bubble recessions in the 1990s.

The Nature of Employment in Japan

The meaning of work and employment in the past and present time and their implications for the shape of the modern Japanese labour market. In addition, issues of gender, core and peripheral employees and differing patterns of employment expectations will be considered, especially with regard to technological change.

Culture and Management

Competing explanations for the nature of Japanese practice will be critically assessed, with an emphasis on evaluating the relative merits of the three pillars of Japanese management and their changes.

Employment Patterns

The shape of the labour market, skill formation, demographic composition and current changes will be assessed. This will provide a picture of employment patterns, their problems and opportunities for management.

Management of the Human Resource

Japanese managerial practices will be considered, focusing on the three pillars. This involves reviewing the human resource planning, recruitment, selection, career advancement, training and development, and work organization.

Contemporary Issues

Most contemporary issues have been covered above, which allow the implications of broader issues to be explored including the impact on the employment relationships -in Japan and overseas countries of Japanese multinationals.

TEACHING APPROACH

Theories, concepts and critical issues in Japanese business practices will be introduced in lectures. Since an understanding of generic human resource management principles is not a prerequisite for this course, generic principles will be mentioned where they have a bearing on the Japanese situation.

Seminars will involve the following activities:

- 1) Case analysis.
- ii) Group discussion (Different topics for discussion and term papers for HRM and students).

ASSESSMENT

Group Assessment : 30%

Assessment of two pieces of group work. Collective assessment aims to encourage students to manage and control the contribution of different individuals to the assigned task.

Individual Paper : 20%

Examination : 50%

READING
ESSENTIAL

CLARK, R	Japanese Company	Oxford	1979
NAKANE, C.	Japanese Society	University of California Press	1984
FUKUDA, K. J.	Japanese Management in East Asia & Beyond	Chinese University	1993
AGGRAWAL, R.	Post Bubble Japanese Business	John Wiley & Sons	1996

SUPPLEMENTARY

ABEGGLEN, J.	Kaisha	Tokyo University Press	1986
INOHARA, I.	Japanese Human Resource Development	Japan Productivity Center	1990
REISCHAUER, E.	The Japanese Today, Change & Continuity	Harvard University Press	1988

JOURNALS

Focus Japan
Look Japan
Japan Management Review
Japan Quaterly

Some useful web sites are:

<http://www.jinjahoncho.or.jp/en/index.htm>
http://www.jef.or.jp/en/jti/200201_009.html
http://www.jef.or.jp/en/jti/200203_007.html