

Alac International

Summary

- Application of Japanese management system to western culture
- Japanese management practices
 - Holistic management
 - extensive sharing of information
 - close work relationships
 - minimal perceived power distance
- Holistic company and open to knowledge sharing through daily meetings of entire workforce
- Situational teacher approach to customers
- No cut-throat pay grades, with employees evaluated
- Cultural differences address high organizational commitment and high productivity



1. Can Japanese management practices work in the US without adaptation? Why or why not? What cultural values are relevant?

Japanese practices are derived from the roots and culture of Japan. US must ADAPT to Japanese practices

In China

2. How should Ken and John adapt Chiba's California practices to their situation? What problems will they run into (cultural and otherwise)?

| Keywords and Issues | Keywords from Case | What the work says |
|---|--|---|
| Product development | Ken and John have been used to working in a more traditional business environment. They are used to working in a more traditional business environment. They are used to working in a more traditional business environment. | By being aware of cultural differences, they can adapt their work practices to better fit the local market. They can adapt their work practices to better fit the local market. |
| Learning organization | Chiba's company is known for its learning organization. The company is known for its learning organization. The company is known for its learning organization. | The company's learning organization is a key strength. The company's learning organization is a key strength. The company's learning organization is a key strength. |
| Learning and using the American way of thinking? | The company's learning organization is a key strength. The company's learning organization is a key strength. The company's learning organization is a key strength. | By incorporating the best of both worlds, they can create a more effective learning organization. By incorporating the best of both worlds, they can create a more effective learning organization. |
| Communication | Ken and John have been used to working in a more traditional business environment. They are used to working in a more traditional business environment. They are used to working in a more traditional business environment. | Effective communication is key to success. Effective communication is key to success. Effective communication is key to success. |

3. What Aspects of the Japanese approach used by Chiba are the most interesting or unusual to you?

- Very large emphasis on meetings
- daily general meetings involving entire workforce
- weekly meeting
- Interesting, builds very strong business community, high community values

Pay grades and Layouts

DISCUSSION TIME:

Can Japanese management practices work in China, without a lot of adaptation? Why or why not? What cultural values are relevant to this situation?

Find two things that are most interesting or unusual to you. Why?

Individualism vs Collectivism?

Uncertainty Avoidance?

Power Distance?

What's Next?

What are the next steps in the case? What are the next steps in the case? What are the next steps in the case?

Summary

- Application of Japanese management styles in western culture.
- Japanese management practices
 - Value congruency
 - open sharing of information
 - sincere sales force
 - minimal perceived power distance
- Value congruency and open knowledge sharing shown through daily meetings of entire workforce
- 'Sincere Geisha' approach to customers
- No unfair pay grades, each employee evaluated
- Cultural influence achieves high organizational commitment and high productivity

Cultural Differences



