

## A Strategical Study of Some Management

Susumu KIKUCHI\* and Motoi MATUDA\*\*

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As has been told, industry is roughly composed of three elements: man, money and machine.

Along with a macroscopically slow development in social democracy on each microscopically quantum stage, management and administration in almost enterprise they have been exceptionally concerned with one after another. From machine to man, from man to money and then from money to machine, cyclically the tentative subject has been transferred as though we are non-descending the spiral stair with ever divergent radii. (Fig. 1)

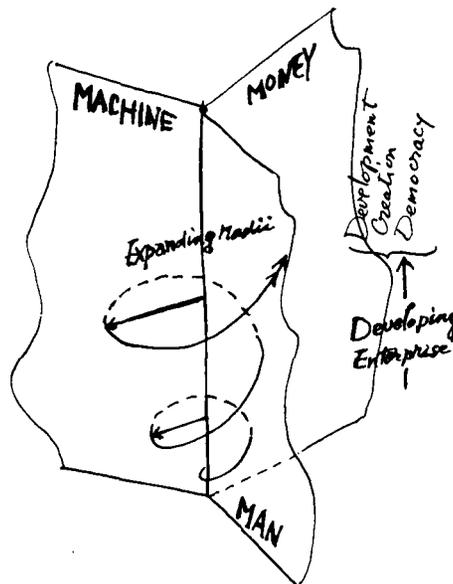


Fig. 1 Schematic Presentation of Industrial development.

In this paper, we study an enterprise system, for Japan to mark a steady progress economically and socially. We found that the present Japanese enterprise is very weak in utility and exploitation of human resources, compared with those of money and technology owing to her historical backwardness.

We are now understanding that in older times Homosapiens was the most important and at present organic system with some Homosapiens becomes indispensable, moreover in future more potential leadership of sole democratically excellent Homosapiens backed by staff Homosapiens will be required as much as social democracy will permeate.

### § 1. Introduction

When an enterprise is in proper growth, they say that daily problems to be solved are used to

\* Department of Industrial Science

\*\* Representative of Management Association in Okayama

be changeable one after another, so when the fixed pending problem stays abnormally longer, the manager should be anxious for the synthetic balance of the three elements: man, money and machine.

When management skills have been subjected from human creativity viewpoints, whose ele-

ment is weak, and then to acquire some developing balance with whose strategy the weakpoints will be complemented, should be keenly analysed and synthesized. But with the rapid developments in communication and traffic technologies, the world becomes narrower and narrower, so the problem has its tangled factorial sources in every field, and we should have more excellent analytic simplification and synthetic integration.

When creativity of enterprise will depend essentially and largely on higher assurance of human esteem for survive, top executives should, in order to get over ever-complexing in-consistent difficulties, administer almost every organic factors and functions obtainable, though in classic world line and staff have done daily work only on formal responsibility and power in formal organization.

However, Japanese industry has made a rapid progress to catch up with the well civilized country, her economical backgrounds and environments have become drastically harder in her open markets, and we should make a detour to democratize more deeply her social ground.

History shows, Japanese living mode and philosophy has been, in root and branch, unique by her far East geographical situation. Since the beginning of 17th century Tokugawa period lasted for more than 300 years, when the citizen have been classified into four grave patrimonial hierarch stages according to feudal social status and domicile.

At the Meiji Ishin Revolution, Japan should be rapidly arranged for formal democratic style under the world menace of the mercantile colonial policy, she should avert troublesome reorganization of long fixed social traditions and usages, unfortunately her Far East situation helped herself in an easy resolidification due to less developed transmission and information technologies. Since then it has been under least consideration that it is essentially indispensable for her to become better developing country to reconstruct her fundamental social mechanism into more democratic one.

With temporal arrangement only holding to old-light Japanese society, there has been prevailed instinctively badge-conscious managers and bureaucracies, so their fundamental philosophies which was used to prevail before 15th century has become considerable evil to internationally expand her trades.

It is not so old when the science became in-

trinsically divided into the Exact and Non-Exact science. Some one calls the former micro system and the latter macro world, otherwise the former depends on simple and subjective measure and the latter does on the multiple and statistical measures that will be expanded into endless reeling factors, i. e., the endogeneous and exogeneous factors and disturbances. Between micro and macro world there are critical domains where the human creativity is active, so-called psychology.

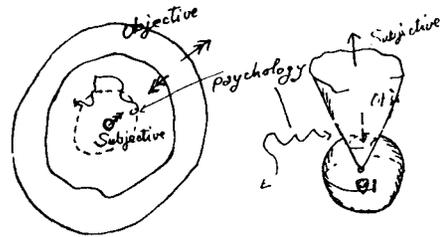


Fig. 2 Some Methodological Presentation of Intra-Association between Subjective and Objective.

For instance, with what subject, object, and environments we are used to rationalize the world, and to what extent we are successful for science to promote human welfares, will depend on their relative values estimated at first in separate and subjective merit and then in group and objective value, always with some stealing dangers as is called both the 1st kind and the 2nd kind of statistical errors. Analytical Engineering has been belonging to Exact science, but synthetic Engineering, so long as it is important to human welfare, will belong to Non-Exact science.

Till the 20th century, the difference between micro and macro worlds was not assignable, but with the rapid progress of psychology stimulated by an inevitable introduction of behavioral sciences, it becomes more important to put every clearly differed critical zone between them, through the introduction of statistical inference, moreover the frontier becomes diffused into metastable critical zone where individual and group, formal and informal, normal and abnormal psychology, have been keenly researched for. Complex developments of technologies and sciences have made human living patterns much intricate, as in society mutual competitions are indispensable. With the expanding regions of the Non-Exact science, control, administration and regionalism have crept in and have occupied

their important positions. At present, it is more important how to solve the problem with what reference sense than in what kind of field and with what knowledge it was done. In diffusively expanding Non-Exact sciences concert with rapid and boundless democratization, human autonomy has become most leading part.

For instance, keeping pace with successive innovations, accuracy of measurements becomes more precise, contrariwise measurable space becomes more extensive and farther, so rapid transmission and mass transportation have made the world narrower and more complicated and then economic sphere becomes grander and grander, consequently enterprise management becomes enterprise administration as is in world enterprise. Enterprise executives will have to plan and control and administer their present and future behaviors in more involved and long-term fields of activities. Objects controlled over becomes those managed, subjects managed will be complicated into matters and affairs administered, then matters considered to be solved only in Exact science are driven by necessity to be analyzed and synthesized in Non-Exact science, i. e., excellent enterprise administration requires social and civic-backgrounds not to speak of technological and financial ones.

Professor E. Mayor studied explicitly the effective influence of human implicit relations among intrarelated informal group in manufacturing organizations being in pair with formal organization. In some groups consisted of private citizen, there exists some social equilibrium between formal and informal organization where the concept of static stability were not theoretically hold and were completely differing from summation of onto genetic psychology.

In lieu of old logic of daily efficiency and utility, there comes fresh idea what individual wants and desires are and what social welfare are. In Japan hitherto engineering sense has mainly prevailed in the matters and affairs about production machine or in plant material management with least concern about interaction between and within man, machine and money, i. e., in applying organic idea of non-linearity and through some integrity composed with the most detail and simple linearity, almost everything would be brought to proper settlement.

In Japan, it is in her third stage: first was introduction of foreign technology and second was development of mass technology in produc-

tion and communication. But, now it has not yet been so much appreciated that exploitation and creation of new technology are less indispensable.

In developing countries, every enterprise administrators are used to be interested into priority of technology and investment, in which his dynamic and adaptable flexibility and self-excited function enable the enterprise more vivid and voluntary. The former case shows that some closed ensemble can be defined by endogeneous objects concerned and that static stability and tangible emersion holds where conventional scientific technology developed mainly on cause and effect is the best method for analysis, contrawise the latter case shows that synthetic process does not always repeat circulation of mutability as though defined in Bergsonian space, and that rather irreversible diffusing transition plays its leading part.

When usual state has suddenly overturn hardly, we should hasten ourselves in keeping balance of structural stability and then quietly design proper projects, and decide its policy and course, especially aiming at better administration with better creative humanity.

How to choice and determine their courses and plans do not always require any transient prediction of future nor making epoch-making combination of plans with occult powers for ever-lasting future, but it is only the present projection with flexible and diversing prospects, on the assumption of holding nearly identical courses.

In the old times a few elite with blood-ties had leaderships in closed ensembles, at present in quasi-closed ensemble some elites with academic clique takes some parts of administrators' places, but in near future truly creative and trustworthy person will lead the system to his accord.

It was not so old when intense attentions were accumulated upon formal cause-effect process within peculiar Exact science knowledge.

The nuclei of serial innovations are made up fruitful by endurable cultivation only through world-wide community.

For instance, as is shown in Fig. 3, through successive excitations in quantum style, the ensemble potential will be leveled up closely proportional to  $(n)$ .

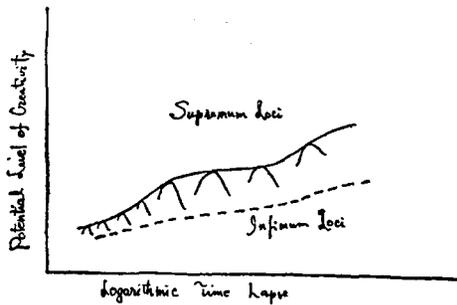


Fig. 3 Presentation of Relation between Potential Level of Creativity and Logarithmic Time Lapse.

## § 2. Creativity through Innovation Process.

In tracing back to the social origin of set-up, system and organization, we could reach some faint ones on the Mesopotamian days, when wayward leaderships in special craftsmen were prevalent, and partimomial priests' power-leaderships was rapidly developed in order to expand and self-realize competence and influence as the proxy of the Almighty, e. g., boss-craftsman-apprentice system in manufacture was matured from the former, and from the latter the bureaucratic hierarchy was grown.

Usual process of organization has been statistically affected by geographical environments quantumly classified and historically concealed traditions, but as is usual course in analysis, they were studied mechanically as the composite of statically defined subjects in Newtonian Mechanics, then with introduction of individual psychology in Maxwell-Field, they became to be synthesized through quasi-dynamic organizing process, in the 20th century with group-abnormality and ensemble-psychology they begin to study various organizing process, as is called nationalism and socialism and individualism and capitalism, and moreover these symbolizing process should be synthesized, i. e., why and what ethical desire is enquired is the central problem, then how and where and when is the second problem. All the time we must be conscious of the truth, "Homo Homini Homo", which is the essential to impulse to creativity and development and welfare.

At the bottom of general set-up, system and organization there lies five assignable causes and processes.

1. Good policy will be decided with reference to the grand ensemble frame, as an example, open system trend and activity.

2. Good selection of proper and feasible pro-

cedures will be attained through mutually perfect understanding in quasi-open ensemble.

3. Good materializations of plans and procedures in normal ensemble will be carried out through continuous compensations created by human being in order to keep off conventionality.

4. Good membership and leadership in management and administration are promoted through whole-hearted co-operation and endeavour.

5. Good recruitments are secured only through the present welfare services for future, and will make the creativity vivid. Now existence of every thing in the world is defined in relative state, but not in special isolation. Management is no exception to the rule. The constituent of organizations will be improved and developed in mutually fusing influence of every kinds of inherent traditions and conventions and succeeded by racial, regional society which was peculiar to each groups, families and derivatives, but now becomes universal a little. In the developing countries there are various kinds of qualities of enterprise, in U. S. A., Germany, U. K., France, Italy, and Japan, etc., there are many assignable differences, which reflect their own substantial characteristics and disclose distinguished configurations that was cohered fusion of folks' customs and historicals' affairs and where induced complications by the differences between each conventional expectations and cognitions have been blurred through courses and processes of authority transfer and responsibility totalization. As is usual, Japanese enterprise have similarities in their considerable heterogeneities that have been brought out with special uni-racial and isolated developments for more than several centuries.

To be more concrete, the national progress in civilian welfare, as history shows, has always been facilitated by the mass effects of whole peoples' potential culture, then failed revolution is caused for few instigators, but succesful one is supported by innumerable and nameless men of deeds.

In 1868 the Restoration called Meji-Ishin commenced, before then in Japan there had existed five social classes: feudal fighting class, forming one, manufacturing one and commercial class, and extra one. These were broadly concentrated into three classes: noble and common and outcast. The revolution was broken out by the noble class unfortunately, and moreover,

severe mercantile menace was weakened to farther spread and depth. So the revolution was not necessarily successful it was ostensible, owing to its lack of mass effect of whole civilian awakened.

In these marches of the times, Japanese enterprises have been developing in the closed economy utilizing merits and getting over demerits. However, the lack of radical betterment of society has gradually come to disclose hard and fast difficulties to be tide over. Generally not yet wholly developed people are used to take know-what seriously, but developing people take know-how and know-why seriously. In other words, in developing nation everyone's frustration against the achievement causes the creation, but in under-developed nation inferiority complex between status causes the temporizing policy, e. g., formally batch-esteem practice through the adverse-ward of cause and effect has much democratizing influence upon the nation.

Japanese managements have been used to project through the special process backed by the peculiar batch-esteemed custom with inferiority complex, i. e., through so-called 'Ringi' system.

Through the Meji-Ishin Restoration, Japan has formally gotten into up-to-date styles in political, financial, economical, and technological fields but under a thin veneer the society has been very old-fashioned, where there has been prevailed the constitutional inferiority complex between every kind of social status.

If there have no objections that we call the establishment what has been backed by macroscopic creation, on the contrary, to the company what has been prevailed with the inferiority complex between job-ranking system, that's like putting a fifth wheel to a coach. There are many companies, but few establishments in Japan. In many companies 'Ringi' system is the main project course, where authorities, responsibilities and accountabilities decentralized, are not assignably defined, rather hazily interacted in their diffused balance. Nepotism, cliquism, and academical sectarianism, etc., composed and protected by the hierarchy of selfish desires, the hunger, the carnal passion, the thirst for knowledge, the love of money, the will for power, and the desire for fame, etc., which has always been expanding and contracting in counterbalance between easiness and difficulty, has strong influence upon the process of social mechanism. 'Ringi' system has been the term

of settlement to chaos provoked through the decentralization and integration of authority, responsibility, and accountability.

In 'Ringi' system the clerk in charge, who is used to have personal inferiority complex, project himself or following his senior instruction, which is frequently lacking the broad viewpoints. The objective project once drafted will be circulated in and among bureaus and will receive whole consents which are concerned with it. With the consent, the project will be hold themselves responsibilities for, in other words, there are none who are sensible of the responsibilities. Moreover, the project thus proposed is used to lack long-range view and to be afraid to take a risk. In these company, there are assignable phenomena, in which kinsfolksism, sectarianism serve well.

In closed ensemble or less-forward advancing economic bloc, faster and up-to-date introduction than any other companies of innovated technologies created in foreign bloc has used to lead the company to be successful in business, so there has been less cognizance of necessity for original creation in products, production process, and management strategies and projects. Then there are deposited some stale climate that a little faster mimicry is the key to the winner, for example, in usual Japanese company 'Ringi' system in projection system has played the important role, and has obscured the decentralization and centralization of authorities and responsibilities and accountabilities, then with the inverse causality there are many people who has become the follow-the-leader without any professionalism. But for the daily fulfilment of management and control activities the imitative introduction of foreign system has been sufficient, and then there has been some fixed unbalance between decentralized authority and responsibility and accountability less matching for each job. So, in order to complement and relieve these mutual obscurities, under 'Ringi' system they are used to adopt so-called documents-sending-round-system and keep their within-branch communication and co-operation in optimal condition. Moreover, every time any plans projects are proposed, they used to be transferred through their usual and peculiar order notwithstanding to special urgency.

Then administration and management in our country want formal bureaucratic system solely in order to convey the superior orders and indi-

cations to their subordinates, so in Japanese industries there are hardly any good administration which may be some vital phenomena with eternally growing possibilities in their attainment of industry objects.

There has been little implicit need of the cultivation of staff specialist in our rapid westernization of industries, then in case of requisite for directive planning, we should anyhow compensate them within line function, e. g., both advices and counsels indispensable in staff behaviors have been substituted by some plans originated by the subordinates in line organization. "Ringi" system is the methodically complementary mechanism where subordinates are used to implicitly suggest and assist their precedences for the weak leaderships and to cover the defects in the cultivation of men of talent in industry through the rapid technological westernization and subsequent introduction of new know-how.

Every industry is drifting in the urgent necessity of supplementing the excellent man, whose activity can not be analysed by itself, but should be synthesized in conformity to the unique policy of top administration. The practically efficacious employment of money had been first of all developed since the commercial transaction was set up in phoenician, then the utmost utility of technology was continued, but the highest cultivation of creative man recently commenced. In Japanese business organization, unfortunately the general affairs division has been the cradle of office work in the process of differentiation of enterprise function

Since the Japanese defeated of the second World War, the introduction of technical methodologies through statistics has been stimulated by those of P & C system, I. D. P. and E. D. P., the appearance and subject affairs have been drastically varied, i. e., the business-man becomes divided into white collar and yellow collar workers. In the early days of business innovation, mechanization of business affairs was focused into the transactions of past business, as is called the management accounting, but at present it is concentrated into future administrative behavioral prediction. Moreover, now deeply and widely we comprehend the Homosapiens has and will have vital influence on the prosperity and growth of enterprise.

### § 3. Communications in business

P. F. Drucker says, mass production does not

only depend on the automatic mechanization, but also on socialization, i. e., he says, we suppose, present and future developments in every kind of civilization is depending upon human creations specially human group's creation not on human knowledges, some aggregative axioms of human organization. When the society had been not yet widely democratized, power was concentrated on few peoples' hands, and there had been no counter-acted responsibilities and accountabilities.

Democratization of society is realized only through the advancement of peoples' intelligence and will to righteous action.

Along with the broader progress of democratization, in industry control expanded to management, management is diffusing into administration. When there are correlation and counter-action, quasi equilibrium gravity for synthetic make-up of capitals, human resources and facilities being in stable balance have been build up through several centuries. The relative importance of money, man, and machine have been decided after a long local time. At present once epoch-making innovation is developed, in succeeding instances subsequent innovations are cultivated.

In the quasi-equilibrium growth process, through contrasting specialization process to analysis and synthetic diffusion to identification seems to be effective, each and every dual beings are essential, so we must regiment and identify all the high level potentials to creation and present growth.

One of the characters with which Homo-Sapiens is the most excellent being on earth, is the process of developing their democratic society. Group mechanism is difficult to describe, but at present it is understood to be cultural and scientific and informative. Recently through the counter-action of mass communication, democracy has been accelerated.

The promotion of understanding each other in business through some good communications is indispensable to keep the enterprise in good system and order, moreover in order to unify the total resources and qualities into the sublimated aim it is so much, too. Then how to keep them in good communication is the essential secret to success, on which the establishment of social order has been secured. In more concrete form, the reverts to the business can tide over almost every impediments whatever may

happen in the static balancing and dynamic innovation, as they are in good understanding of the aggregate social intention which the each business policy and the various patterns of individual life are inquiring into, and then they can demonstrate the functional abilities synthesized supremely and properly. Usually some jumbling of multifarious human group have been caused almost every kinds of obstacles, i. e., those have been by the difference of symbolisms, anticipated appetites, stereotypes, oversimplifying angles, and those by social suppression.

Since the earthen wares days, several innovations have been succeeded by copper and iron wares. To be more accurately the first industrial revolution has brought the mass production technology, which was characterised by the simplification, standardization, and simulation, but second industrial revolution has facilitated in the developments of communication networks through electronic and has brought the betterment of mutual understanding in every kinds of human groups and society. Since the first industrial revolution, as history shows, the developments and diffusions stimulated with the mass production principle and technical innovation have made the quantum leap in frog style. The progress of senior technological innovations had jumped to new stages, by the motivated novel creativity which had ever found. Then in each jump over the assignable threshold it is essential to strive for the settlement of stresses through the optimal exchange of information quality, quantity and channel back-ground with the good communications. For instance, at the first stage the rationalization of production control and method engineering has demanded the range optimum in man-machine system, they consider the static and stubborn efficiency in their analysis and synthesis, without any reference to the learning and weariness, in motion and

time study and business automation that are affirmed as the special phenomena in physical, psychological and physiological Homo-Sapience

Till the fifteenth century, people had been unable to appreciate each real worth, they had been buried alive in their inherited traditions drifting themselves ethnic groups. But the education had permeated into wider sphere, after the long repeated struggles for the achievement of human dignity, breaking the steadfast nutshells into which they had been unable to discover their significance of the existence. Since sixteenth to the twentieth century, they had found themselves in the daily necessities, moreover in the assets. Recently, the democratization of education and the growth of economy bring the citizen those who are prone to peep into another and those who are apt to bear some grudges against the unfairness rather than scanty. Now, civilian has the terribles in his own mind implicitly, but explicitly the liquid shift, moreover pray his special feigned superiority.

Through the rapid automatization, every enterprise can not but level up functions of their internal organizations, i. e., through the introduction of decentralization of authority, and then innovation by electronic data processing system in business have spread their sphere of work. But the boundary condition around the enterprise becomes more complex and hard, so know-how about good communications will be one of the important problems in any enterprise.

We must now re-affirm the greatness of Homo-Sapience and creativity, the importance of creativity caused through socialization.

All the research and education system are unfortunately proper to closed society, not optimal to open world.

If the research and education system will have the leadership of the growth, we must struggle to construct more novel system for optimal to future.