A Consideration of the Comparison between Transnational and Metanational Management

Takeshi FUJISAWA

ABSTRACT

This article intends to clarify the differences between transnational and metanational management in terms of comparing the characteristics of both general management and R&D (research and development) management. In order to investigate such differences, a literature review is presented, and new axes can be discovered in the figure which discerns metanational from transnational.

Subsidiaries’ business linkages that have regional headquarters in addition to their parent company are effective while examining the subsidiaries’ collaboration with other companies in an open network. Another figure has axes comprised of discretion degree of subsidiaries in their decision-making as well as their dependency on the headquarters’ resources for R&D and production. A metanational firm is characterized as an absorber of external capabilities and a knowledge creator.

One equation model can be utilized to establish a criterion for selecting either transnational or metanational in R&D activities, which leads to a proposition regarding its selection. Finally applying Tobin’s q theory to a corporate value which is one objective for a globalized firm, metanational management should be distinguished from transnational management in that the former prefers a higher growth ratio to corporate value.

Therefore two hypotheses can be built centered on the role of either type of subsidiary in general management and R&D.

Key Words: transnational, metanational, RHQ: Regional Headquarters
William Faulkner’s Religious Concepts Revealed in *The Mansion*

Yayoi OKADA

**ABSTRACT**

William Faulkner’s *The Mansion* (1959) unifies the human situation of the Snopes trilogy, *The Hamlet* (1940), *The Town* (1957) and *The Mansion* (1959), with man continuously in a state of tension between guilt and salvation. With its enigmatic concluding phrase, “Helen and the bishop, the kings and the unhomed angels, the scornful and graceless seraphim,” one of the distinguished characteristics of the story is its moral ambiguity, since Mink is described as a sympathetic character even though he murders two men. However, *The Mansion* is given a final religious connotation through Mink lying on the ground after the ordeal. There, under the light of the great mercy of God, “equal to any, good as any, brave as any” (*M* 435), Mink joins “the shining phantoms and dreams” (*M* 436) of which Eula, as “Helen,” and “the bishops, the kings and the unhomed angels, the scornful and graceless seraphim” are finally one.

Thus, the aim of this paper is to clarify Faulkner’s religious concepts during the last stage of his life, which presents the spiritual drama of Christian redemption, as revealed by Gavin and Ratliff through the story of Mink Snopes who has come to believe in “Old Master” in God’s fullest grace.

**Key Words:** moral ambiguity, redemption, God’s mercy
Implication from the UK Individual Labour Dispute Resolution: A UK-Japan Comparative Study

Masaharu NOSE

ABSTRACT

Recently the number of collective labour disputes is declining, but individual labour disputes are increasing. Nevertheless, there are fewer individual labour disputes in Japan compared to other countries, including the UK.

In this article, I first discuss the following four points regarding the manner in which individual labour disputes are conducted in the UK compared with Japan: 1. differences between the role of tribunal and an administrative bodies in Japan, 2. use of conciliation, 3. mechanisms of conciliation and 4. workplace norms.

After discussing these, I point out 1. Japanese administrative bodies should positively conciliate with the person concerned, 2. Japanese workplaces need norms where the person concerned is effectively conciliated and, 3. norms which are not laws, but guidance to promote conciliation, are needed at the stage where conflicts form in the workplace.

Prefectural Labour Bureaus in Japan should support persons concerned with conciliations, and laws promoting conciliation should be procedures that create the norms in a workplace.

Key Words: conciliation, ADR, norm, Code of Practice, informal approach, individual labour
Conscription Experience and Occupational Career
An Analysis of SSM Survey Data

Tsutomu WATANABE

ABSTRACT

This paper examines the impact conscription experiences have on occupational careers using career data from SSM surveys. Although conscription experiences are said to have a major influence on one's life, there is little research using statistical techniques. We analyze the occupations before and after conscription using data from SSM surveys and clarifying the impact of the conscription experience.

Our research resulted in two findings. First, conscription experiences have a negative influence on occupational careers. The occupational careers of those who experienced conscription became unstable and their social status was lowered. Second, the negative influence was weakened gradually.

Key Words: conscription system, occupation, inequality
Horizons and In-Betweens:
On the Interpretation of Western Philosophy in Japan and its Hermeneutical Situation

Hans Peter LIEDERBACH

ABSTRACT

In the West, philosophy in Japan is chronically understudied. This is partly understandable, but, in particular for hermeneutical philosophy, unfortunate. This paper argues that a careful inquiry into the hermeneutical situation in which philosophy in modern Japan developed, could enrich our understanding of hermeneutical philosophy as such. It claims that, for an adequate description of this hermeneutical situation, more refined conceptual means are required than current hermeneutics (especially the hermeneutics of effective-history) can provide. In particular, Gadamer’s concepts of horizon and hermeneutical in-between ought to be reconsidered. For this purpose, this paper engages in a dialogue between Gadamer and Watsuji Tetsurô (1889–1960) whose notions of aida (in-between) and aidagara (betweenness) could serve as a remedy for some of the shortcomings inherent in the hermeneutics of effective-history.

Key Words: hermeneutics, in-between, Charles Taylor, Hans-Georg Gadamer, Watsuji Tetsurô, Walter Benjamin
Social Relations Emerging from Infant Feeding:
Practices of Mothers with Strict Diets while Exclusively Breastfeeding their Children

Yasuko MURATA

ABSTRACT

The aim of this paper is to examine the ways so-called ‘bio-power’ (M. Foucault 1976) works in the field of infant feeding in contemporary Japanese society. My argument will be based on research (fieldwork and interviews) that I carried out at a local, privately-operated breastfeeding consultation room in Amagasaki, Hyogo, from 2009 to 2014. The consultation room is run by an experienced and devoted midwife who specializes in breast massage and alimentary therapy. Based on the idea that what mothers eat go directly to their children via their breast milk, mothers with allergic children are encouraged not just to breastfeed exclusively but also to eat healthy and to be more knowledgeable about their food choices.

I will argue that the relationship of their practices to the workings of bio-power is ambiguous or equivocal: on the one hand, there is little doubt that their practices enhance surveillance at home. Through such technologies as the ‘obento’ system and ‘food diary’ as well as the rhetoric of ‘breast milk cannot tell a lie’, mothers are encouraged to engage in self-surveillance, even when at home alone. On the other hand, however, mothers acquire a certain strength or vitality through the very same practices. Especially in the context of increased food insecurity in infant food, it is important to note that these mothers successfully control such fear by fully committing themselves to the practice.

Key Words: infant feeding, practice, bio power
The Employment Effect of Post-Industrialization:
Evidence from OECD Countries

Namie NAGAMATSU

ABSTRACT

Recently, many countries have undergone post-industrialization, and the main engine of employment growth has been the expansion of service sectors. In this paper, we examined to what extent post-industrialization impacted labor market outcomes in each country. While focusing on different kinds of service sectors, namely, the business, consumer, and social service sectors, and using annual data of 23 OECD countries during the years 1990–2011, we performed linear regression analyses to examine whether sectoral composition was related to the employment rate, the unemployment rate, and the labor participation rate in each country. Our results showed the following two findings. First, the existence of a larger traditional sector was related to higher male employment and lower female employment. Second, the size of each service sector had diverse effects on labor market outcomes for males and females: a larger business service sector was associated with higher employment for both genders. On the other hand, in countries where the social and consumer service sectors have expanded, male employment rates were lower, and female labor force participation rates were higher. Our results suggested that trajectories in becoming a post-industrial society biased towards the consumer and social service sectors might lead to higher unemployment for males but not for females.

Key Words: post-industrial society, sectoral composition, cross-country/time-series data
Designation as Cultural Property and Practices by “Bearers”
——Focusing on the Context of Two Dances——

Hiroe KIHARA

ABSTRACT

This article considers practices that how local communities interpret traditional dance which gain recognition as cultural properties. A traditional dance called Shiraishi Odori has been designated as a cultural property by the national governmental agency in 1976. This cultural property has features of a tourism resource. On the other hand, the dance has been inherited by the local community in a manner rooted in the context of their everyday lives. It is possible that tourism creates conflicts in the process of inheriting the dance. Therefore, it is necessary to clarify how local communities attempt to deal with external conditions.

Shiraishi Odori has been passed down over the generations on Shiraishijima Island, Okayama Prefecture. Shiraishijima Island is in the Seto Inland Sea. An island designated as a national park and place of scenic beauty, it has accepted the development of tourism. This article considers how the local community attempts to reconcile external conditions with their daily lives.

Key Words: the practices of local community, traditional culture, cultural property
A Comparative Study of Japanese and Chinese CEO Attitudes (2)

Michiko KAWAKUBO

ABSTRACT

The purpose of this paper is to compare attitudes by Japanese and Chinese employers. This paper will focus on their attitudes toward people, how they perceive human nature, whether they prefer freedom to equality, whether they are self-centered or other-centered, they consider individual life or public welfare more important, and whether they prioritize individual profit or public profit?

Also, this paper will examine their attitudes toward layoffs. Are layoffs necessary, and do employees accept them under any circumstance, or only when the company is suffering economically? Is the basic nature of human beings to work hard or to avoid hard work? The former idea is based on Theory Y, and the latter on Theory X.

Do differences among employees motivate them to work hard or not? If they are laid off and receive sufficient social welfare support from the government, are they disinclined to work, or do they still try to work hard?

Do they work for only for money, or for something else? Do they work hard only in free markets, or in planned ones as well?

To answer these questions, I collected data from Chinese employers in Harbin, China. Japanese data was collected by a research company. A total of 262 Japanese and 217 Chinese answered the questionnaires, and the data was analyzed by SPSS.

My hypothesis is: there are differences between Japanese and Chinese employers’ attitudes toward human beings. Because we have different cultures, customs, history, social systems, etc., it is quite natural to have different ideas.

But not only differences are expected. Many similarities are also expected. For example, it is believed that basic human nature is the same or at least similar all over the world. Therefore, we have the similar ideas as well. The results of the data analysis show there are both differences and similarities between Japanese and Chinese employers.

Key Words: employers attitudes, comparison between Japanese and Chinese, basic human beings