

wonder that these employees display a fierce feeling of loyalty or belongingness to their company, knowing that their "parents" (management) protect them even in bad times.

Group Oriented Activities

— Team Work

As mentioned in the structure and organizations of Japanese enterprises, i.e. Keidanren or Chamber of Commerce and Industry, Japanese enterprises are rigidly structured, similar to the military in many cases. A company is composed of well-defined groups of work teams such as Unit, Section, Department or Division. Every member of that work unit is expected to perform to attain the goal of that unit in unison. No "grandstanding" is allowed, and individualistic tendencies are frowned upon.

Consensus System

Closely parallel to the concept of team work is the consensus system. Nothing is implemented if the consensus of departments or divisions is not obtained. In view of this, Japanese corporations are marked by constant internal conferences among marketing, R and D, production, corporate planning or other personnel deemed to be involved in the decision making of the company as a whole.

In general, this is fundamentally different from North American practice where the decisions are made at the top. Decisions are factually made from the bottom up in Japan.

T.Q.C. Approach

T.Q.C. stands for total quality control. It means that all members of a Japanese corporation, from its top management to the plant worker, participate together as one group in the improvement of quality of their products or systems they are supplying to the market. To improve quality, companies must constantly increase their spending on R and D, nationalize the distribution system to reduce inventory cost (the just-in-

