

Management International Review

Brij N. Kumar (Guest Editor)

**Euro-Asian Management and Business II –
Issues in Foreign Subsidiary and National Management**

L. Gnan / L. Songini

Management Styles of Japanese Companies in Italy

N. Chikudate

Network Liaisons as Cultural Interpreters

J. B. Kidd / Y. Teramoto

The Learning Organization: The Case of the Japanese RHQs in Europe

M. Axel

Toward an Analysis of Japanese-style Management

D. Dirks

The Quest for Organizational Competence: Japanese Management Abroad

F.-J. Richter / Y. Teramoto

“Interpreneurship” in Japanese Firms

C.-H. Chang / K. Dandapani / A. J. Prakash

European Current Assets Policies

M. H. Mohamad

Structure in Large Malaysian Companies

Japanese Agricultural Cooperatives

ISBN 978-3-409-13255-8 ISBN 978-3-322-90985-5 (eBook)
DOI 10.1007/978-3-322-90985-5

EDITORIAL BOARD

Professor Raj Aggarwal, John Carroll University, Cleveland – U.S.A.
Professor Jeffrey S. Arpan, University of South Carolina, Columbia – U.S.A.
Professor Daniel van Den Bulcke, Universiteit Antwerpen – Belgium
Professor John A. Cantwell, University of Reading – United Kingdom
Professor Frederick D.S. Choi, New York University – U.S.A.
Professor Farok Contractor, Rutgers University, Newark – U.S.A.
Professor John D. Daniels, Indiana University, Bloomington – U.S.A.
Professor S. Garcia Echevarria, Universidad de Alcalá de Henares, Madrid – Spain
Professor Lawrence A. Gordon, University of Maryland, College Park, DC – U.S.A.
Professor Sidney J. Gray, Warwick Business School, Coventry – United Kingdom
Professor Geir Gripsrud, Norwegian School of Management, Sandvika – Norway
Professor Gunnar Hedlund, Stockholm School of Economics – Sweden
Professor Jean-François Hennart, University of Illinois, Champaign – U.S.A.
Professor Georges Hirsch, EAP – European School of Management, Paris – France
Professor Neil Hood, University of Strathclyde, Glasgow – United Kingdom
Professor Eugene D. Jaffe, Bar-Ilan University, Ramat-Gan – Israel
Professor Erdener Kaynak, Pennsylvania State University, Middletown – U.S.A.
Professor Yui Kimura, International University of Japan, Niigata – Japan
Professor Brij N. Kumar, Universität Erlangen-Nürnberg – Germany
Professor Michael Kutschker, Katholische Universität Eichstätt, Ingolstadt – Germany
Professor Reijo Luostarinen, Helsinki School of Economics – Finland
Professor Klaus Macharzina, Universität Hohenheim, Stuttgart – Germany
Professor Roger Mansfield, Cardiff Business School – United Kingdom
Professor Mark Mendenhall, University of Tennessee, Chattanooga – U.S.A.
Professor Rolf Mirus, University of Alberta, Edmonton – Canada
Professor Michael H. Moffett, American Grad. School, Phoenix – U.S.A.
Professor Douglas Nigh, University of South Carolina, Columbia – U.S.A.
Professor Krzysztof Y. Obloj, University of Warsaw – Poland
Professor Lars Oxelheim, Lund University – Sweden
Professor Ki-An Park, Kyung Hee University, Seoul – Korea
Professor Robert D. Pearce, University of Reading – United Kingdom
Professor Lee Radebaugh, Brigham Young University, Provo – U.S.A.
Professor Wolf Reitsperger, University of Hawaii at Manoa, Honolulu – U.S.A.
Professor Edwin Rühli, Universität Zürich – Switzerland
Professor Alan M. Rugman, University of Toronto – Canada
Professor Reinhart Schmidt, Martin-Luther-Universität Halle-Wittenberg – Germany
Professor Hans Schöllhammer, University of California, Los Angeles – U.S.A.
Professor Oded Shenkar, Tel-Aviv University – Israel, and University of Hawaii at Manoa, Honolulu – U.S.A.
Professor Vitor Corado Simoes, Universidade Técnica de Lisboa – Portugal
Professor John Stopford, London Business School – United Kingdom
Professor Norihiko Suzuki, International Christian University, Tokyo – Japan
Professor Stephen Bruce Tallman, University of Utah, Salt Lake City – U.S.A.
Professor José de la Torre, University of California, Los Angeles – U.S.A.
Professor Rosalie L. Tung, Simon Fraser University, Burnaby, BC – Canada
Professor Jean-Claude Usunier, Université Pierre Mendès France, Grenoble – France
Professor Alain Charles Verbeke, Vrije Universiteit Brussel – Belgium
Professor Lawrence S. Welch, Norwegian School of Management, Sandvika – Norway
Professor Martin K. Welge, Universität Dortmund – Germany
Professor Bernard Yin Yeung, University of Michigan, Ann Arbor – U.S.A.
Professor Masaru Yoshimori, Yokohama National University – Japan

BOOK REVIEW EDITOR

Professor Dr. Johann Engelhard, Universität Bamberg – Germany

EDITOR

MANAGEMENT INTERNATIONAL REVIEW, Professor Dr. Klaus Macharzina, Universität Hohenheim (510 E), Schloss-Osthof-Ost, D-70599 Stuttgart, Germany, Tel. (07 11) 459-29 08, Telex Unihö D 7 22959, Fax (07 11) 459-3288

CONTENTS

Guest Editor's Introduction	3
Section 1: Management in Japanese Subsidiaries in Europe	9
Luca Gnan/Lucrezia Songini	
Management Styles of a Sample of Japanese Manufacturing Companies in Italy	9
Nobuyuki Chikudate	
Communication Network Liaisons as Cultural Interpreters for Organizational Adaptation in Japan-Europe Business Environments	27
John B. Kidd/Yoshiya Teramoto	
The Learning Organization: The Case of the Japanese RHQs in Europe	39

**Section 2: Culture-bound Aspects
of Japanese Management 57**

Michael Axel
**Toward an Analysis of Japanese-style Management:
A Psycho-cultural and Socio-historical Approach 57**

Daniel Dirks
**The Quest for Organizational Competence:
Japanese Management Abroad 75**

Frank-Jürgen Richter/Yoshiya Teramoto
“Interpreneurship”: A New Management Concept from Japan . . . 91

**Section 3: Aspects of Financial Management
in Europe and Asia 105**

Chun-Hao Chang/Krishnan Dandapani/Arun J. Prakash
**Current Assets Policies of European Corporations:
A Critical Examination 105**

Mohamad H. Mohamad
Capital Structure in Large Malaysian Companies 119

Yasuo Hoshino
**The Performance of Mergers of Japanese Agricultural
Cooperatives 131**