**ECONOMIC, INDUSTRIAL AND MANAGERIAL
COORDINATION BETWEEN JAPAN AND THE USA**

Economic, Industrial and Managerial Coordination between Japan and the USA

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First Foreword

Faced in 1988 with increasing economic conflict between Japan and the US, I felt that we as social scientists should attempt to decrease the tensions and contribute to the solution of the problem. Within my department of law and economics, we thought about our collegial and institutional relationships in the US. Specifically, we thought about our sister-university relationship with the University of Alabama located in Tuscaloosa since 1831. We realized that although Chiba University and the University of Alabama had a four-year-old formal relationship, faculty members of our two institutions had never conducted official joint research together. Our department of economics, therefore, asked the Japanese Ministry of Education (Monbusho) to support and sponsor joint research with our counterpart in Alabama. Fortunately, Monbusho gave us support for three years (1988–90) and thereby established a precedent in its traditional budgetary system. We interpret the actions of Monbusho as an indication that we at Chiba University were already able to contribute in some small way to a solution to the conflict.

The indirect effects of our joint research cooperation with the University of Alabama touch not only the governments of our two countries but also the localization process of globalization at the community level in Chiba prefecture and the state of Alabama. For example, there is no American who does not know Tokyo and many Americans have heard of the “Keiyou” (pronounced “Kay-yo”) Industrial Belt of factories located on Tokyo Bay. Chiba City, on the other hand, is not well known in the USA even though it is located less than an hour by train from Tokyo (“KEI”) and Chiba (“YOU”). By the same token, many Japanese have seen Western movies with their cowboys and Indians as well as the film *Gone with the Wind* with its portrayal of Atlanta and the Old South. One of our American friends has even told us that Tuscaloosa is the name of a famous brave Indian chief and means “Black Warrior”. Nevertheless, most Japanese don’t know where Tuscaloosa is even though they may have been to Atlanta.

Through the joint cooperation project of Chiba University and the University of Alabama researchers at both institutions have been able to enjoy at the local level learning in their respective academic fields, living and leisure, if only for a few days. The three L’s – learning, living and leisure – in Chiba City and Tuscaloosa are useful and instructive to both the faculty members and local residents of both cities in deepening our mutual understanding about the differences and similarities of the

structures of Japan and the USA. Enhanced understanding is a great and significant indirect contribution of our project to decreasing tensions between the governments and people of both countries.

In 1990, the final year of the project, the coordinators at Chiba University and the University of Alabama decided to hold the last conference in Hawaii given its location as midway between the cities of Chiba and Tuscaloosa. The staff and researchers of the East–West Center not only provided us with all conference facilities but also actively participated in presenting research papers. Thus, the East–West Center served as a bridge over the Pacific Ocean from which we could draw a connecting line from Chiba to Tuscaloosa. And now Macmillan has given us the opportunity to publish the results of our cooperation. We hope the publication will enable us to expand the line over the Pacific further into space and the globalization of our coordination.

I sincerely appreciate all the individuals who have contributed to the resolution of Japan–US conflicts by committing themselves directly and indirectly to our work and efforts.

YASUHIKO YUIZE
Dean, Faculty of Law and Economics
Chiba University, Japan

Second Foreword

The ongoing formal relationship between Chiba University and the University of Alabama, with collaborative faculty research, faculty and student exchanges, and executive development programs, represents the type of joint venture that major American business schools increasingly will use to broaden their global ties. This program is one part of a multifaceted approach by the University of Alabama for strengthening its ties with the Pacific rim and, especially, Japan.

Our College of Commerce has been enriched by the presence of distinguished visiting Japanese economists from Chiba University for periods of time ranging from one semester to a full academic year. Yoshimasa Nomura and Kiyoshi Abe have been valued visitors already, and they will be succeeded by Eiichi Akimoto. These colleagues have provided valuable insights for curriculum revision, outstanding classroom instruction, and invaluable collaborative research on topics of mutual interest.

The diversity of subject matter addressed in the papers published in this text is impressive. Subject areas include communication, corporate culture and leadership styles, trade relations, consumer and corporate finance, development economics, and related subject areas. The collaborative partnerships in preparing these papers proved to be an enriching experience for faculty members at both the University of Alabama and Chiba University. Additionally, the opportunity for extended on-site visits by various faculty members at their partner's campus and the opportunity to spend time at the East-West Center further enriched the perspectives of the participants and helped to hone the insights and observations which have significance both for corporate management and for advancing the body of knowledge of the respective disciplines.

We expect the relationship between Chiba University and the University of Alabama to continue to grow in depth, complexity and maturity. The collaboration has contributed to a measurable improvement in quality of education for students and in a broadening of perspective for faculty members.

We extend our deep appreciation to Chiba University for the willingness to enter into this partnership and for being such a gracious host. We also extend our appreciation to the personnel of the East-West Center for their support and encouragement.

J. BARRY MASON
*Dean, College of Commerce and
Business Administration, University of Alabama*

Third Foreword

This book and the conference on which it was based address a complex issue of the utmost importance: the US–Japan relationship. The papers presented here focus on the crucial economic issues that are at the core of the US–Japan relationship. The East–West Center was pleased to co-sponsor the conference with Chiba University and the University of Alabama and we are confident that the papers presented in this volume will make a thoughtful contribution to the understanding of these important issues.

What is especially appealing about the conference papers presented here is that they contributed to and in many ways are the outcome of dialogue and collaboration among American and Japanese researchers. It is no accident then that the terms coordination and comparative are employed throughout the book. What are presented are comparative analyses of how these two economies function and what opportunities and constraints they present for enhanced cooperation.

It is certainly not new to say that there are differences between the American and Japanese economies. What is needed, however, is serious and sober analyses of which differences make a difference. That is what is undertaken here, with special reference to the broad issues of economic, industrial and managerial coordination between Japan and the US, whether and how the US and Japan can improve their existing coordination, and the direction and form this coordination can take.

There will be difficult periods in the 1990s when the differences between the two countries put some strain on their economic relationship. These will be unhealthy for both countries and a major problem for many other countries. Realistic perspectives on how to manage both shared interests and differences will be the key to minimizing the occurrence and consequences of these difficult periods.

One step in that direction is this book. There will be a continuing need, however, for many similar steps, based on serious scholarship, open dialogue, and shared assessments of needs and possibilities.

SEIJI NAYA
*Professor, University of Hawaii
and East–West Center*

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