REPORT:

The Works of Japanese Business Historians in 1984:
Business History of Japan

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In summarizing trends in research concerning Japanese business history in 1984, certain tendencies can be pointed out. First, research in the history of the zaibatsu has been even more active, displaying greater breadth and depth. Particularly, we can discern a tendency towards research which as its basis takes into account the contrast between established (kisei) and new (shinko) zaibatsu. Second, mainly in the field of mining, results have been forthcoming concerning labor and labor management problems. Third, interest has been further aroused in the history of marine transportation. On the other hand, there were almost no results in the field of shipbuilding. And fourth, the area of international relations, a complex field of research, took a new direction. It is an area in which, along with the already unfolding history of postwar business, substantial results can be expected.

I. Business in the Tokugawa Period

Though the Meiji period is included, the first work to be mentioned is the result of research focused on the Tokugawa period, the Chogin History Research Association’s Henkaku-ki no Shonin Shihon — Omi Shonin Chogin no Kenkyu\(^1\) (Merchants in a Period of Transition: Research on the Omi Merchants and Financiers [Chogin]). This research, a cooperative effort by Kanji Ishii, Kunitoshi Suenaga, Naosuke Takamura, Reiko Hayashi, and Tetsu Yamaguchi, analyzes the activities and character of mercantile business in the period of transition from the Bakuhan (feudal domain) system to modern society. The Chogin, who developed into newly urbanized merchants by opening branches in Edo and Kyoto in the latter Tokugawa period, expanded into trading, financial and investment activities centered on their textile tonya (wholesale houses) in the Meiji period. The significance of research concerning mercantile business in a transition period is made apparent once again by this work. One of the coauthors, Suenaga, has written an article, “Bakumatsu Doran-ki no Toshi Shonin Shihon no Doko — Omi Shonin Chogin no Baai”\(^2\) (Trends Involv-
ing Urban Merchant Business in the Last Decades of the Edo Period: The Case of an Omi Merchant House), which attempts to deal with the problems concerning the reevaluation of the role played by the urban tonya class after the opening of the ports.

The book by Juichi Nakase, *Sumitomo Zaibatsu Keisei-shi Kenkyu - Bakumatsu: Ishin-ki ni okeru Hikakushi-teki Kosatsu* (Research in the Formation of the Sumitomo Zaibatsu: A Comparative History Perspective on the Bakumatsu and Restoration Periods), considers the process of formation of the Sumitomo zaibatsu in contrast with Mitsui and, at particular times, with Konoike, Iwasaki and others in the period of turmoil after the Oshio Rebellion of 1837. Noboru Nishikawa's "Mitsui Ryogae-dana Ichimaki no Kaikei Soshiki" (The Accounting Systems in Mitsui Exchange House) makes clear that while each of the four branches under the umbrella of the combined Mitsui Exchange was independent as far as their own profitability was concerned, in their financial relationships with the exchange in the capital (Kyoto) which had overall jurisdiction, the two branch exchanges and two silk wholesalers were different, and the four branches all differed in their accounting procedures. Masamichi Mizuhara's "Kinsei Omi ni okeru Hiryo-sho Nakama ni tsuite [1]" (The Organization of the Fertilizer Merchants in Omi during the Edo Period [1]) traces the formation and troubles of the fertilizer merchants' association in the region around the eastern shores of Lake Biwa. Shotaro Takebayashi, in "Nishikawa Joken no Shogyo Shiso" (Nishikawa Joken and His Commercial Thought), concentrates on the mercantile philosophy of Joken as a modest-sized merchant in contrast to Yamakata Banto, whom he describes as a big merchant.

II. Histories of the Zaibatsu

Concerning Mitsui zaibatsu, Jiro Obata's "Mitsui Zaibatsu ni yoru Tekko-gyo no Tenkai Katei (1913-1933) [2]" (The Development of the Iron and Steel Industry by Mitsui Zaibatsu: 1913-1933 [2]) studies the attempt to integrate iron and steel production and the management of the Kamaishi Mines. Yoshio Oba's "Meiji-ki ni okeru Mitsui Bussan to Hokutan" (On the Historical Relation of Mitsui Bussan and the Hokkaido Colliery and Steamship Company in the Meiji Era) analyzes the state-run Horonai Colliery and the Miike Colliery in terms of Mitsui Bussan's coal policy. Yutaka Kasuga's "1930 nendai ni okeru Mitsui Bussan Kaisha no Tenkai Katei — Shohin Torihiki to Shagai Toshi o Chushin ni [III]" (The Process of Development of Mitsui Bussan in the 1930s: Particularly Commodity Transactions and Invest-
ment Outside the Company [III]) explicates the methods and sources of accumulation in the 1930s. “Mitsui Ginko no Shiyo-nin Kyuyo Seido Shigi”¹⁰ (A Proposal for Reform of the Salary System of the Mitsui Bank in 1903) by Shigeaki Yasuoka and Akiko Chimoto and “Mitsui Ginko ni okeru Keio Gijuku Sotsugyo-sei no Doko — Nakamigawa Hikojiro Jidai o Chushin to shite”¹¹ (Keio Gijuku Graduates in Mitsui Bank: The Era of Hikojiro Nakamigawa) by Osamu Takeuchi contribute materials for the consideration of that important element of Japanese-style management, the lifetime employment system.

Two works by Shoichi Asajima which take up the Mitsubishi zaibatsu, “Dai-ichiji Taisen-ki no Mitsubishi Zaibatsu no Kaiso — Sono Zaimu-teki Sokumen no Kosatsu”¹² (On the Reorganization of the Mitsubishi Zaibatsu in World War I: A Consideration of Its Financial Aspect) and “Senkan-ki Mitsubishi Zaibatsu no Shushi Kozo”¹³ (On the Fund Flows of the Mitsubishi Zaibatsu Between the Two World Wars) look at Mitsubishi with the method for analyzing capital investment, operating revenues and expenditures, and financial balances applied in his research on the Sumitomo zaibatsu. Hideo Tsuda’s “Mitsubishi Zaibatsu ni okeru Naibu Kansa Kiko no Hensen [1]”¹⁴ (The Evolution of the Internal Auditing System in the Mitsubishi Zaibatsu [1]) follows the internal auditing system in relation to management structure. Yasuaki Nagasawa’s “Mitsubishi Kenkyu no Gen-dankai”¹⁵ (The Current State of Research on Mitsubishi) is a review of previous researches concerning Mitsubishi in its various stages of development. And Yoshio Asai’s “Yasuda Kinyu Zaibatsu no Keisei — Hozen-sha o Chushin to suru Kabushiki Shoyu Kozo ni tsuite”¹⁶ (The Formation of the Yasuda Financial Zaibatsu — Concerning the Share-holding System Centering on the Hozen-sha) clarifies the process by which the Yasuda Bank’s character as a holding company was diluted by the formation and success of the Hozen-sha as a holding company.

Research on medium-sized, new (shinko) and regional zaibatsu made progress. In his Hanshin Zaibatsu — Nomura, Yamaguchi, Kawasaki¹⁷ (The Hanshin [Osaka-Kobe] Zaibatsu: Nomura, Yamaguchi, and Kawasaki), Yasuo Mishima says that medium-sized zaibatsu had few oligopolistic enterprises and that there were limits on their diversification. Masaru Udagawa’s Shinko Zaibatsu¹⁸ (The New Zaibatsu) is a survey history of the new zaibatsu which deals with the five big konzerns: Nissan, Nitchitsu, Mori, Nisso, and Riken. Masahiro Shimotani, in his “Nihon Soda kara Nisso Kontsuerun e”¹⁹ (From the Nihon Soda Company to the Nisso Konzern), says that the late-
forming Nisso konzern was organized by a concentrated process of absorption and mergers in a short period of time. In "Nitchitsu Kontsuereun no Kigyo Haichi" (Subsidiaries of the Japan Nitrogenous Fertilizer Company), Takeshi Oshio says that in Nitchitsu, which entered the ranks of stratified group of enterprises after 1937, there was no mutual interdependence between personnel and enterprise disposition. Takeo Ito's "Chiho Zaibatsu Nakano-ke to Nakano Kaji-bu ni kansuru Oboegaki — Dai-ichiji Sekai Taisen iko no Shihon Chikuseki o megutte" (Memorandum on the Nakano Family Regional Zaibatsu and Its Administrative Department of Family Property — Concerning Capital Formation after the First World War) surveys the family enterprises of the Nakano House of Niigata Prefecture. Shigeaki Yasuoka, in his "Shoka, Zaibatsu, Kazoku no Zaisan Kanri" (The Management of Property by the Merchant Houses, Zaibatsu and Peers in 18th and 19th Century Japan), emphasizes similarities in the methods of management of their family assets by merchants, zaibatsu and nobles. In "Senzen Nihon no Kazoku Kigyo ni tsuite — Sono Ichi to Keiei Seika" (Family Companies in the Early Showa Era: Their Position and Performance), Matao Miyamoto discusses the position of family enterprises in the company system and their special management characteristics.

III. Manufacturing

Concerning the cotton-spinning industry, there are Tetsuya Kuwahara's "Nihon Boseki-gyo ni okeru Kasen Taisei no Kakuritsu to Kohatsu Boseki Kigyo no Seicho Senryaku — Naigaiwata Kaisha no Jirei" (The Formation of Oligopolistic Structures in the Cotton-Spinning Industry of Japan and the Growth Strategies of the Latecomers: The Case of the Naigaiwata Co.) and Masaaki Takashima's "Meiji-ki no Wakayama Boseki Kaisha, Wakayama Shokufu Kaisha — Jiba Shihon no Keisei Katei o Chushin to shite" (Wakayama's Spinning and Weaving Companies in the Meiji Period: Emphasizing the Process of Formation of Local Capital). The former treatise comprises research on Nagaiwata, which was converted from a trading company handling raw cotton and cotton yarn to a spinning enterprise which expanded into Shanghai. The latter describes the formation of local spinning and weaving companies in terms of trends concerning the stockholders and directors.

Among treatises dealing with workers' education and personnel management philosophy in the spinning industry are Masami Yamashita's "Osaka ni okeru Rodo-sha Kyoiku no Seisei to Hatten —

Concerning the weaving industry, Takeshi Abe's "Senkan-ki ni okeru Banshu Orimono-gyo no Hatten [1] [2]"**28** (Development of the Cotton-Weaving Industry in the Banshu District in the Inter-war Period [I] [II]) clarifies changes in the structure of the Banshu weaving industry. Yoshimi Uekawa's "Nishijin Orimono Dogyo-kumiai to Orimono Shijo Mondai — Meiji-zenki Nishijin Kigyo no Tenkai Katei"**29** (A Study of the Nishijin Weavers' Association and the Woven Fabrics Market: The Development of the Nishijin Weaving Industry in the Early Meiji Period) looks at the Nishijin weaving industry and its manufacturers' association through the medium of the Nishijin woven fabrics (mainly silk) market in 1885. And Shun-ichiro Kawabata's "Meiji-shoki no Bokujo-gyo to Yomo Kakaku Shiji Seisaku"**30** (Sheep-Farming and Wool Price Support in the Early Meiji Era) discusses the question of why sheep-raising collapsed when the woolen textile industry was making progress. In another light industry field, Toshiyuki Shinomiya's "Senzen-ki Nihon ni okeru Shinbun Yoshi Kyohan Karuteru no Tenkai — Kyodo Yoshi Kaisha no Katsudo ni tsuite"**31** (The Cartel for the Sale of Newsprint in Japan before World War II: The Role of Kyodo Yoshi Co.) describes the marketing cartel for newsprint before 1933 in terms of the activities of Kyodo Yoshi.

Concerning the iron and steel industry, Bunji Nagura's Nihon Tekkogyo-shi no Kenkyu: 1910 nendai kara '30 nendai zenhan (made) no Kozo-tekki Tokucho**32** (Studies on the History of Japan's Iron and Steel Industry: Organizational Characteristics from the 1910s to the Early 1930s) analyzes the development of the Japanese iron and steel industry from the four points of view of the resource base, market structure, government policy, and monopolistic configuration. Tetsuji Okazaki, in his "1920 nendai no Tekko Seisaku to Nihon Tekkogyo"**33** (Policies on Iron and Steel in the 1920s and the Japanese Iron and Steel Industry), considers the problem of amalgamation of the iron and steel companies accomplished in 1934 from the points of view of both government officials and private iron and steel companies. In "Nihon Seitetsu Kabushiki Kaisha no Keiei Kozo [III] - [VI]"**34** (The
Structure of Nihon Seitetsu Corporation [III]-[VI]), Osamu Nagashima analyzes the business activities of Nihon Seitetsu, dividing them into two periods between 1934 and 1941. Hitoshi Osato, in “Kanei Yawata Seitetsu-sho Soso-ki ni okeru Shomondai” (Some Problems in the Pioneer Days of the Government-Controlled Yawata Iron Works), describes adjustments of the managerial foundations in the early days of the establishment of the Yawata Iron Works, and in “Kanei Yawata Seitetsu-sho Soso-ki ni okeru Rodo Kankei no Shiryoteki Kento[I]” (A Study of Labor Relations in ditto) takes up labour management problems in the 1900s and 1910s. Yoshio Horikiri, in his “Yawata Seitetsu-sho ni okeru Hirakawa Yoshiiiko no Tei-keiso Seizo-ho no Kenkyu” (Studies on the Manufacture of Low Silicon Pig Iron by Yoshiiiko Hirakawa at the Yawata Works), deals with Hirakawa’s research, analyzing it for the year 1924 when the integration system of iron and steel production at the works was nearly completed. As well, Takamas Ichikawa's “Nihon no Kogyo-ka to sono Ninaite — Chutekkkan Kogyo no Baai” (Japanese Industrialization and its Promoters: The Case of the Iron Pipe Casting Industry) clarifies the process by which the iron pipe casting industry became self-reliant as an import-substitution industry.

As treatises dealing with Toyota Motor Company's establishment and overseas expansion in the prewar period, we have Masachika Shinomiya’s “Senzen no Jidosha Sangyo — Sangyo Seisaku to Toyota” (The Prewar Automotive Industry: Industrial Policy and Toyota) and “Toyota Jido Shokki Seisaku-sho Jidosha-bu no Manshu Shinshutsu — Toyota to Dowa no Teikei to sono Hatan o megutte” (The Inroads of Toyoda’s Automotive Division into Manchuria in the 1930s: Concerning the Tie-Up with Dowa and Its Collapse). Hideaki Yoshida's “Senji Judenki Kigyo ni okeru Seihin no Gunju-ka to Gunju Seisan ni okeru Takakuka” (The “Military Procurement Orientation” of the Products and Diversification of the Heavy Electrical Machinery Industry during the War) clarifies the problems connected with the process by which Hitachi, Ltd. (Hitachi Seisakusho) became a large-scale, integrated military production enterprise. Minoru Sawai's “Senji Keizaikyosei ni Tenkai to Nihon Kosaku Kikai Kogyo” (The Intensification of Wartime Economic Controls and the Japanese Machine Tool Industry, 1937-1941) elucidates the policies behind the development of machine tool production and trends in the industry. Tsuneo Suzuki, in “1930 nendai ni okeru Nihon Ryuan Kogyo no Tenkai Katei [3]” (A Study on the Japanese Ammonium Sulphate Industry in the Nineteen-Thirties [3-finis]) fol-
lows his previously published articles in looking at the example of Toyo Koatsu and the formation of the Ammonium Sulphate Distributors’ Organization and related topics. As well, Juro Hashimoto, in Dai-kyoko-ki no Nihon Shihon Shugi (Japanese Capitalism in a Period of Crisis), systematically analyzes the development process in the heavy industry.

Making the electric power industry his subject, Takeo Kikkawa, in “Matsunaga Yasuzaemon to Toho Denryoku no Shikin Chotatsu” (Yasuzaemon Matsunaga and Fund-Raising of the Toho Electric Power Company), links Matsunaga’s preoccupations and activities to the raising of capital of Toho Denryoku. The same author’s “Denryoku Tosei to Godai Denryoku Keieisha” (Managers and Regulation of the Electric Power Industry, 1925-1935) deals with problems of regulating the electric power industry in terms of the attitudes of the managers of the Big 5 companies. Tetsuro Watari’s “Oroshiuri Denryoku Kigyo ni okeru Keiei Hoshin no Tenkai” (The Evolution of Management Policy among Electric Power Wholesalers) clarifies management changes in the 1920s and ’30s at Daido Electric Power, a typical wholesale enterprise.

IV. Mining

Hideki Hatakeyama’s “Chikuho Tanko Kigyo-ka no Keisei to Hatten [1]” (The Origins and Development of Entrepreneurship in the Chikuho Coalfields) traces the typical formative process of Chikuho coal mining entrepreneurs and the progress of two of them, Takichi Aso and Tasuke Kaijima. Masao Nagae’s “Meiji-ki Kaijima Sekitan-gyo no Keiei Kozo — Shikin Chotatsu o Chushin to shite” (The Management Structure of the Kaijima Coal Mining Company: Especially Concerning the Raising of Capital) is a study of Kaijima’s management intended as a piece of research on regional zaibatsu. Nobumasa Tojo’s “Meiji-ki Hizen Fukumo Tanko ni kansuru Ichikosatsu” (On the Fukumo Colliery in the Karatsu Coalfield during the Meiji Years) is a study of the case in which the Okushi family withdrew from colliery business. Yoshi Oba’s “Kanei Miike Kozan ni okeru Kikai-ka to Gijutsu-sha Kaiso no Keisei” (Mechanization and the Rise of the Engineer Class at the Government-Operated Miike Colliery [1] [2]) is a study from the perspective of technological history. Osamu Tanaka, in “Horonai Tanko Tetsudo no Kansei to ‘Hokutan’ no Seiritsu [1][2]” (The Government Management of the Horonai Colliery Railway and the Establishment of “Hokutan” [1][2]), makes his subject the Hokkaido Tanko Tetsudo
(Coal Mining and Railway) Company formed by the transfer of government enterprise.

Naoki Tanaka's *Kindai Nihon Tanko Rodo-shi Kenkyu* (A History of Labor in Modern Japanese Coal Mines) deals with the Chikuho coalfields and Takashima and Miike collieries, clarifying the history of colliery labor in the processes of establishment and development of those collieries. Yoshihiro Ogino's "*Daichi-ji Taisen Zengo ni okeru Chikuho Tanko-gyo no Roshi Kankei* [1]" (Industrial Relations in the Coal Mining Industry of the Chikuho Area about the Time of World War I [1]) looks at changes in the nature of the indirect supervision system in the form of the *naya* (dormitory) system. Hiroshi Ichihara's "*Daiichi-ji Taisen-go no Hokutan no Rodo Undo Taisaku*" (The Rise of the Labor Union Movement at the Hokkaido Coal and Shipping Company after the First World War, and Management Counter-Policy) explains the measures taken against the labor union movement by one coal company and the nature of the reconstitution of industrial relations.

V. Finance

Let us cite three outstanding articles from *Sangyo Kakumei-ki no Kinyu* (Finance in the Industrial Revolution Period), edited by Takuji Toyokawa, et al. These are Yasuo Honma's "*Meiji-ki Toshi Dai-ginko no Shiten Seido — Mitsui Ginko no Shiten Seisaku to Doko Nagasaki Shiten no Eigyo Bunseki*" (The Branch System of the Large Urban Banks in the Meiji Period: Mitsui Bank's Branch Policy and the Operations of its Nagasaki Branch), Kazunobu Okada's "*Meiji-ki Chiho Ginko no Shiten Seido to Kawase Torikumi — Shizuoka-kenka no Jirei o Chushin to shite*" (The Branch System and Drawing of Bills at the Regional Banks in the Meiji Period: With Particular Reference to Examples from Shizuoka Prefecture), and Kinji Ueda's "*Nagoya Kinyu Shijo no Seiritsu to Noko Ginko — Bisan Nogin 'Yoyukin' no Bunseki*" (The Formation of the Nagoya Money Market and the Agricultural and Industrial Bank: An Analysis of the "Reserves" of the Bisan Agricultural Bank). Ueda also discusses the trends and utilization of "deposits and reserves" by the Hiroshima Prefecture Agricultural Bank in "*Senkan-ki no Chiho Kinyu Shijo to Noko Ginko*" (Regional Money Markets and the Agricultural Bank during the Inter-War Period).

As studies concerning the Yokohama Specie Bank, we have Tomoyuki Taira's "*Daichi-ji Taisen-zen no Kokusai Kin-hon-i Taiseika ni okeru Yokohama Shokin Ginko — Nichigin no Dakan-sei Iji"

Kensuke Hiroyama, in “Kokuritsu Ginko no Jin-teki Kosei to Shi-kin Chotatsu — Meiji 20 nendai Osaka Dai 13 Kokuritsu Ginko no Baai”61) (Human Factors and the Acquisition of Capital by a National Bank: The Case of the 13th National Bank in Osaka, 1888-1897), shows that the 13th National Bank maintained the character of a bank personally controlled by the Konoike family, and that it became more like an ordinary bank after 1890 and its borrowings increased. Masaaki Takashima’s “Shoryu Ginko no Bunseki”62) (The Shoryu Bank in Manchuria, 1906-1912) describes the establishment of the Shoryu Bank as the joint bank by the Chinese and Japanese under the Ching dynasty in “Manchuria” and trends in its management.

Shoichi Asajima’s “Gifu-ken Shintaku-gyo no Hatten to sono Tokushoku [1], [2]”63) (The Development and Characteristics of the Trust Business in Gifu Prefecture [1], [2]) traces the path of the regional trust business in the form of Kusakabe Trust and Gifu Trust. And Takeo Kikkawa, in “Senkan-ki no Shasai Hakko to Shintaku Kaisha [1]”64) (Debenture Issues and the Trust Companies during the Inter-War Period [1]), describes the contribution of trust companies to the raising of capital by debenture issues.

VI. Railways and Shipping

Regarding railways, Tadashi Uda, in “Kokuyu-ka Zenya no Kansei Tetsudo ni okeru Keiei Shisei no Ichi-tenkai”65) (A Note on the Business Behaviour of the Kansei Railway Co. on the Eve of Nationalization), discusses the significance of one plan for new lines, that of the Kansei Railway Company, which was purchased by the government. And among research materials, we have Jiro Saito’s “Sho-shihyo ni miru Soso-ki no Kansai shitetsu”66) (Several Indices Concerning the Private Electric Railroads in the Kansai District in their Early Days)
and “Meiji Taisho-ki no Nara-ken o Chushin to suru Tetsudo Fusetsu Undo”67) (Movement for the Construction of Railways in Nara Prefecture in the Meiji and Taisho Eras).

As regards shipping, first we can mention Yukio Yamashita’s Kaiun to Zosen-gyo68) (Shipping and Shipbuilding). This work emphasizes that a mutually beneficial relationship between the shipping and shipbuilding industries after the Meiji period was intensified by means of the “Provisions for Assistance for the Improvement of Ships” (1932-1936), and that shipping’s “Program for the Expansion of Markets by Allocating Shipping Routes” supported both industries. Mariko Tatsuki’s “Kindai Kaiun-shi no tame no Etude”69) (A Preliminary Study for a History of the Modern Japanese Shipping Industry) outlines the progress of the Japanese shipping industry while following changes in the ratio of loading. Masaaki Kobayashi’s “Osaka Shosen no Romu Taisaku to Keiei-sha”70) (Labor Management in O.S.K. and Its Leading Executives, 1898-1945) emphasizes the fact that there was an appropriate personnel policy led by competent executives behind the development of the Osaka Shosen Shipping Company. Shin Goto, in “Ryo-Taisen-kan-ki Nihon Futeikisen-gyo Keiei no Ichi-tokusatsu — Mitsui Bussan Kaisha Senpaku-bu no Teiko Mondai”71) (One Characteristic of the Management of Tramp Shipping in Japan during the Inter-War Period: The Case of Liner Services Conducted by Mitsui Trading Company’s Shipping Division), points out the problems and characteristics of operators related to the big trading companies.


VII. Other Works on Business History of the Pre-World War II Period

As for entrepreneurs and their thought, there are Keiji Muramatsu’s “Toyoda Sakichi to Hotoku”75) (The Hotoku [Repayment of Virtue] Thought of Sakichi Toyoda) and Ikuo Tanaka’s “Ohara Magosaburo-Den Kankokai-hen Ohara Magosaburo-Den o Yomu — Ohara Magosaburo Kenkyu Josho Oboegaki”76) (Reading the Biography of Ohara Magosaburo Compiled by the Association for Publication of Same). As works that update lists of large shareholders
and men of wealth, we have Yasushi Goto's "Nihon Shihon-shugi Kakuritsu-ki no Shihon-ka Meibo [4], [5]" (Capitalists in the Consolidation Period of Japanese Capitalism: 1905-1945 [4], [5]) and the article of Ryuichi Shibuya and Shojiro Ishiyama, "Meiji-chuki no Dai-Shihonka Meibo" (A Register of Big Capital Holders in the mid-Meiji Period).

Toshiro Kuroiwa, in "Nihon Gijutsu-sha no Keifu" (The Root of Japanese Engineers), traces the formative process of technological experts in relation to the background and characteristics of their times. In Hoshimi Uchida's "Taisho-Showa-shoki (1910-1930) Minkan Kigyo Gijutsu-sha no Noryoku Kaibatsu — Gijutsu-sha Denki Shiryö ni motozuku Jirei Kenkyu" (The Development of Engineers' Proficiency within Japanese Firms, 1910-1930: Based on Biographical Materials), the author makes clear that there was a steady development of skills and knowledge among engineers in mining and manufacturing firms of the zaibatsu and quasi-zaibatsu. Uchida has another treatise, "Taisho-Showa-shoki ni okeru Gijutsu Seisaku" (Technological Policy in Japan, 1910-1930). Yasuzo Horie, in Nihon Keiei-shi ni okeru "Ie" no Kenkyu (Research on the Ie (house, family) in Japanese Business History), gives prominence to the role of the Ie in the attempt to grasp the main factors in Japan's economic modernization and the special characteristics of Japanese-style management, and propounds a method of business history based on international comparisons. Naomichi Yasuda, in "Taisho-ki ni okeru Kojo Iin-kai no Keisei — Keiei Kazoku-shugi to no Kanren de" (The Formation of Shop [sic] Committees in the Taisho Era: In Relation to Managerial Familialism), argues that while replacing labor unions, the factory committees also responded to the desires of workers for a paternalistic system. Satoshi Sasaki, in "Wagakuni no okeru Kagaku-teki Kanri Undo Tenkai no Ichi-Sokumen — Senkan-ki ni okeru Seifu to Zaikai Dantai no Ninshiki to Shisaku" (One Aspect of the Scientific Management Movement in Japan: The Growing Interest in Scientific Management by Government and Business Associations in the Inter-War Period) considers the awareness concerning scientific management and policies for its adoption on the part of government and business.

In the field of the history of international relations, Masami Kita's Kokusai Nihon o hiraita Hitobito — Nihon to Scotland no Kizuna (The Pioneers of Japan’s Modernization: The Bonds Between Japan and Scotland) is a history of the exchange of personnel, technology and culture with Scotland in the processes of Japan’s modernization and industrialization. Kanji Ishii, in Kindai Nihon to Igisu Shihon —
Jardine-Matheson Shokai o Chushin ni (Modern Japan and British Merchants), analyzes the business activities of the foreign trading companies utilizing the business documents kept at Cambridge University and clarifies the economic situation resulting from pressure put on Japan by foreign countries in the years from 1859 to 1888. In “Meiji-shoki, Kaigai ni okeru Nihon Shosha oyobi Nihon Shonin — “Meiji 17nen, Meiji 22nen no Chosa o Chushin to shite” (Japanese Trading Companies and Merchants Overseas in the Early Meiji Period: With Particular Reference to Surveys of 1884 and 1889), Sakae Tsunoyama says that the commercial activities of trading companies and merchants who had ventured abroad were not yet built on solid foundations in the latter half of the 1880s.

VIII. Business History of the Post-World War II Period

The problems of postwar business history have already been delineated, but in 1984 there was not a great deal of activity by researchers in this field. Masaaki Kobayashi’s “Sengo Nihon no Keiei Rinen [1]—Seifu to Kigyo” (Business Ideology in Postwar Japan [1]: Government and Business) investigates trends in postwar business ideology from the standpoints expressed in the public statements of the Japan Committee for Economic Development (Keizai Doyu Kai) and the Federation of Economic Organizations (Keidanren). Koichi Shimokawa’s “Product and Labor Strategies in the Contemporary Japanese Automobile Industry: Japanese-Style Rationalization and the Cooperative Relationship between Management and Labor” inspects the evidence of the reality of Japanese-style rationalization and cooperation in the industrial relationship as revealed in the management strategies of the major automobile makers. Masato Kobayashi’s “Nihon Kosaku Kikai Kogyo no Kodo Seicho to Sengo ni okeru Hatten Keitai” (The High-Powered Growth of the Japanese Machine Tool Industry and Its Development Characteristics in the Postwar Period) follows the development of the machine tool industry using such concepts as the nature of demand and the response of business enterprise. Katsumi Shimono’s Sengo Nihon Sekitan Kagaku Kogyo-shi (The History of the Postwar Japanese Coal Chemical Industry), the second work in the Okayama Daigaku Keizaigaku Sosho (Okayama University Economics Series), deals with the tar and ammonia-related chemical product industries in a coherent way, and considers the process of reconstruction, decline, and dwindling of the postwar coal chemical industry by finding a pattern which typified coal chemical plants. Takeaki Teratani’s “Yokohama no Kaium to
Kowan" (Yokohama Shipping and the Port) summarizes the post-war progress of complementary shipping and port services with reference to Yokohama.

Notes

5) Kenkyu Kiyo (Bulletin of Archives Museum), Faculty of Economics, Shiga University, no.17, 1984.
6) Osaka Keidai Ronshu (Osaka University of Economics Papers), nos. 159-161, Osaka University of Economics, 1984.
16) Keizai Kenkyu (Economic Papers), no.84, Seijo University, 1984.
21) Chiho Kinyu-shi Kenkyu (Historical Studies of Local Finance),
no. 15, Local Finance History Society 1984.
38) *Shakai Keizai Shigaku* (Socioeconomic History), vol. 50, no. 1, The Socioeconomic History Society, 1984.
39) *Keieigaku Kenkyu Ronshu* (Graduate Studies in Business Administration), No. 3, Graduate School of Seinan Gakuin University, 1984.
44) Tokyo Daigaku Shuppan-kai (University of Tokyo Press), 1984.
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