



Control and Coordination of Subsidiaries in Japanese Corporate Groups

Akira Mitsumasu

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This book attempts to bridge academic knowledge and practitioner's knowledge regarding the control and coordination of subsidiaries in Japan. It specifically explores two questions: why do corporations establish subsidiaries and form corporate groups? How do corporate groups manage their subsidiaries? Based on the case studies presented in the book, the author identifies four different types of parent-subsidary relationships and uses this typology to understand control and coordination issues within Japanese organizations.

The chapters in the book are designed to cover many characteristics of large Japanese corporate groups. Chapter 2 gives the definition of corporate group in Japan and distinguishes it from the *keiretsu* business group, while Chapter 3 provides a backdrop and context for understanding the corporate landscape in which Japanese firms today operate. Chapters 4 and 5 provide a literature review on some of the major literatures that are related to the research questions concerning why corporate groups exist and how they are managed. Chapter 6 attempts to bridge academic knowledge with practitioners knowledge by looking at five corporate groups: Hitachi, Panasonic, Mitsubishi Heavy Industry, Nihon Yusen and Japan Airlines, and by identifying areas where practitioner's knowledge could be used to expand existing theories. Chapter 7 proposes a four-part classification of subsidiaries to facilitate the discussion of different issues that arise under different parent–subsidiary settings. Chapter 8 attempts to illustrate a simplistic roadmap for creating successful subsidiary management, while Chapter 9 concludes the book.

Written in a simple and accessible manner, this book will be of interest to business practitioners, decision makers in organizations and academics alike.

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