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Founder Yoichi Ueno



Chairman of the Board & President
Ichiro Ueno

The founder Yoichi Ueno was born in Tokyo, October 28, 1883. Died October 15, 1957. A scholar of management and business administration, Yoichi Ueno is known in Japan as the "father of management." He worked his way through Tokyo University, graduating from the Department of Psychology. Working on the publication of the monthly Psychological Research writing and translating, he developed an interest in the researches of Gilbreth and Taylor into motion and processes, and blending these with oriental thought and philosophy, initiated the Efficiency Movement, advocating the study of efficiency. In 1922, when the Labor Relations Association established the Management Research Institute, Ueno was invited to be the Institute's first head. The aim of this Institute was to prevent then frequent labor disputes through increasing the size of the pie to be shared through work improvement. When the Institute was abolished in 1925, Ueno set up his own Japan Management Institute, the forerunner of the present Institute of Business Administration and Management. After the War he was appointed by GHQ along with two others to establish the National Personnel Authority and organize a new public service. In 1950, he established the Institute of Business Administration and Management and became its first President. He played a major role in the dissemination of the theory and practice of scientific management in our country. His major work is General Theory of Management (1949).

He was succeeded by his son, Ichiro, who became Chairman of the Board of Trustees of the Institute of Business Administration and Management and in 1975 became its President. Continuing the development of IBAM under the motto of "Practical Education," Ichiro Ueno has introduced such "new products" as V.E. (Value Engineering), creativity development, and management by objectives, in order to respond to the needs of the business world, and these have been adopted by many companies. In contrast to the father's pursuit of "work efficiency," the son's has been one of "general management," but their ideas have a common source in the new management knowledge developed in the United States.

(From "A Dictionary of Modern Biography," Asahi Shimbunsha)

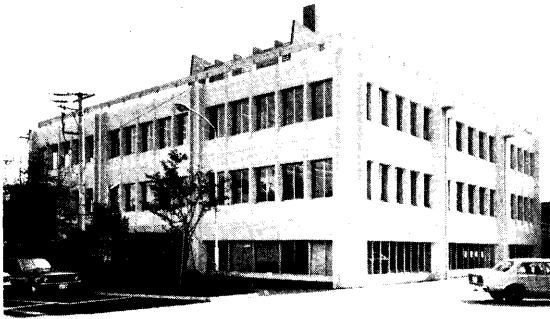
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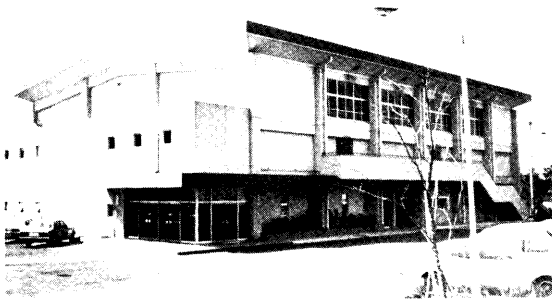
Building #1



Building #2



Building #3



Gymnasium

I. A UNIQUE INSTITUTION

The Institute of Business Administration & Management (IBAM) is a private college offering two-year courses in management to a small number of students, with the ideal of a quality education for a small body. It has a Daytime Division of 700 students, an Evening Division of 600 students, and a Correspondence Division with 5,000 students.

From this IBAM would seem little different from any other junior college. But what distinguishes it from other institutions is that in addition to its activities in the field of student education, it also operates seminars and correspondence courses for businessmen and officials, undertakes management consulting, and conducts research projects on behalf of both government and business organizations, these activities all coming under the collective heading of "industrial education". In addition, the Institute operates its own Publications Department. IBAM may thus be described as an integrated institution for management education and research, unique as a junior college not only in Japan but anywhere in the world.

Industrial education and student education are the two mainstays of IBAM, each being an essential part of the whole institution. However, industrial education has given rise to certain notable features in both the teaching and the financial management at IBAM.

A. The Complementarity of Student Education and Industrial Education

Without interaction with society, the study of management has little prospect of attaining full development. It should not be thought that IBAM treats theoretical aspects lightly, but we do not consider it at all desirable that the teaching staff should be lacking in applied research or practical experience. (Of what use a doctor who does not know his clinical medicine?) By having the staff gain practical experience, they can come to grasp the realities of management, and the resulting knowledge can then be fed back to their students.

It is a feature of IBAM's structure that it enables the teaching staff to become involved in both the theoretical and the practical aspects of management through its five research departments. These departments, which are explained in Part III of this booklet, not only conduct theoretical research but are active in undertaking research on behalf of government organizations and industry, and also operate public seminars and consulting services.

The staff is divided into those mainly involved in teaching and those who place their emphasis on theoretical research and industrial education. Standing study committees provide a bridge between the two groups and staff are rotated at suitable intervals.

Through their participation in industrial education, staff members can verify the results of their research and gain an awareness of the problems of management in government and business organizations at the same time. This practical experience can then be used to full benefit in their classes. In this way IBAM provides an unparalleled means of grasping the needs of modern business and reflecting this knowledge in its teaching.

B. Revenue from Industrial Education

This is an important feature of IBAM's financial management. While tuition fees from students account for less than 14% of total income, receipts from all the various activities included in industrial education amount to more than 87% (see Fig. 1).

Revenue from industrial education is directed to the development of IBAM as a whole, in particular to improving the quality of student education, and makes it possible to have a small student body while still maintaining fees at a low level.

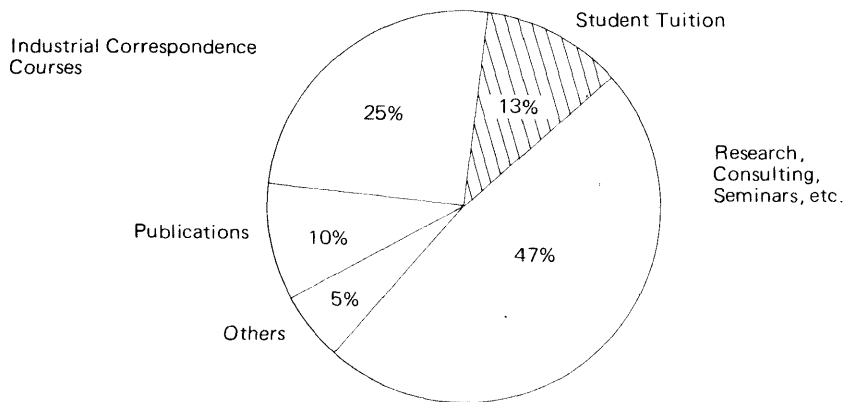


Fig.1. Sources of Income

II. A BRIEF HISTORY OF IBAM

The Institute of Business Administration & Management (IBAM) has its roots in the industrial efficiency movement led by founder Yoichi Ueno who saw in the movement a means of bringing happiness and prosperity to mankind. As early as 1922 Ueno was instrumental in setting up the Management Research Institute, and when this was abolished in 1925, he established the Japan Management Institute to promote his ideas.

Ueno founded the Institute of Business Administration & Management in 1950 to train future businessmen in efficient business administration, but IBAM's early years were beset with hardship. When the Institute was first granted its charter by the Ministry of Education, IBAM was compelled to make its debut in an irregular fashion with the Evening Division only, as the Daytime

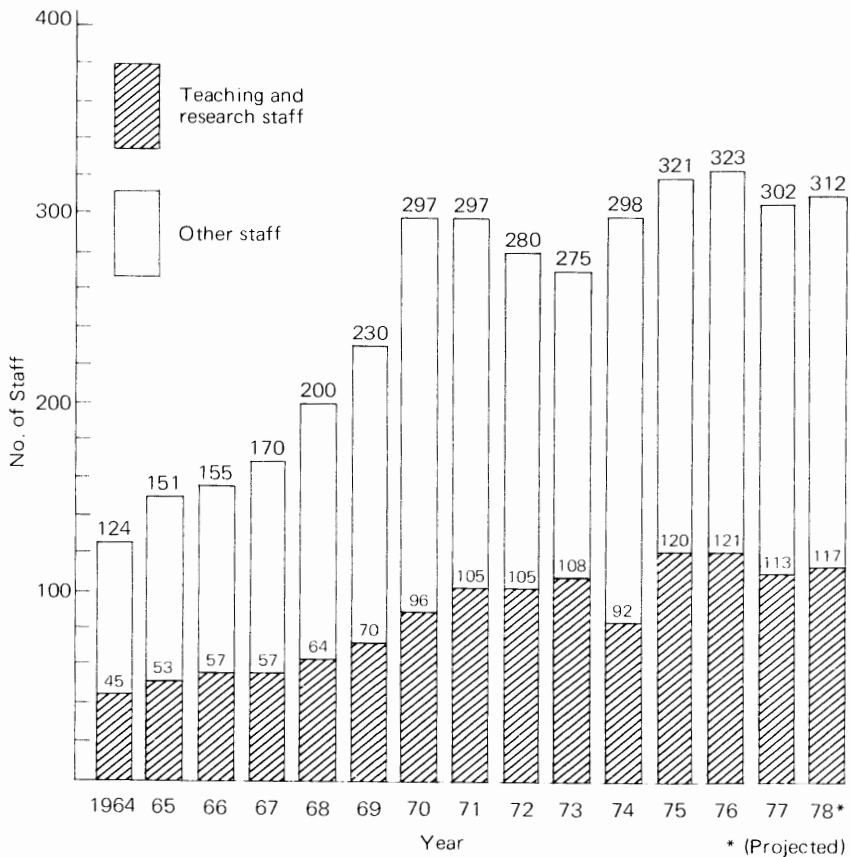


Fig.2. Growth in Staff (Year-end staff figures)

Division was refused permission to operate owing to poor facilities and a lack of funds. Moreover, on the death of the founder in 1957, the very future of IBAM was placed in doubt.

Under the present president, a new policy of making education and industry complementary to one another was introduced, with the aim of creating an integrated organ for management research that was responsive to the needs of society. With the cooperation of all, IBAM has come to flourish under this policy.

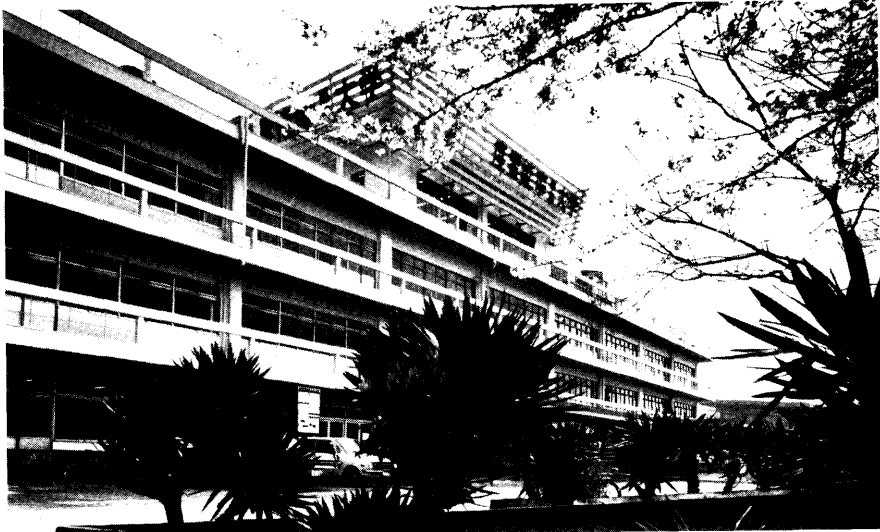
In 1963 the Correspondence Division was established and in the following year the Department of Applied Management Research was set up, the first of five research departments at IBAM. 1965 saw the introduction of a computer and the long-awaited establishment of the Daytime Division. It was during these years that IBAM first began to find its financial feet and started to take on many of the unique features that are seen today.

In recent years much effort has been spent on extending IBAM's diagnostic and research facilities. In 1973 there was a reorganization of the research departments into the present five, and the Center for Creativity Development, established in 1974, is the latest addition in this area.

IBAM is already looking towards the future. Plans are now in progress for a new school, which will offer four-year courses leading to a Bachelor's degree in management. These plans have already met the preliminary approval of the Ministry of Education and work is expected to start on construction during 1978. This new school will be known as the Sanno Institute of Business Administration (SIBA), which will become the new title for the whole organization currently known as IBAM. The present junior college will then become known as Sanno Junior College.

III. THE STRUCTURE OF IBAM

STUDENT EDUCATION	(Proposed) Four-Year College	Management and Information Science Dept.	Management Major	Business Administration Course
			Information Science Major	Young Executive Course
		Daytime Division	Management Major	Accounting Course
	Junior College	Evening Division	Management Data Processing Major	Administrative assistant Course
			Productivity Major	Office Management Course
			Office Management Major	Finance & Accounting Course
	Correspondence Division	Marketing Major	Management Data Processing Major	
			Management Major	Office Management Course
				Finance & Accounting Course
	Library	Productivity Major		Production Management Course
			Production Analysis Course	
			Small Business Analyst Course (Industrial)	
Administration	Marketing Major		Marketing Management Course	
			Marketing Analysis Course	
			Small Business Analyst Course (Commercial)	
Industrial Education	Research Organizations	Student Affairs Office		
		Placement Service Office		
		Dept. of Systems Research & Development		
		Dept. of Research in Applied Management Techniques		
		Dept. of Organization Behavior Research		
		Dept. of Applied EDP Research		
		Dept. of Management Analysis		
Dept. of Cross-cultural Research (projected)				
	Center for Creativity Development			
	Grid Organization Development Office			



Bldg. #2 (Students education facilities)

A. Student Education

IBAM has earned the respect of the business community for the practical orientation of its education. We have already noted the close relationship between education and applied research, and mutual feedback between the two has greatly enhanced the quality of education at IBAM.

The Junior College at IBAM is composed of three divisions each with its individual characteristics.

1. Daytime Division

With a curriculum rooted in practical business administration and with strictly limited class sizes, the Daytime Division produces graduates who can be of immediate use to business organizations. In consequence there is a great demand for these people. For the 214 graduates in 1976, some 800 companies were offering positions, including many of Japan's leading banks and trading companies.

Overseas Students

Students also come from overseas to attend the Daytime Division. About ten arrive each year from such countries as the Republic of Korea, the Republic of China, Thailand, Indonesia, Hong Kong, Singapore, and the Philippines, and a special effort is made to assist these students in overcoming their linguistic handicaps.

Classification		Subjects
General education subjects	Humanities	Modern philosophy, communication techniques, etc.
	Social science	Management, methods of social research
	Natural science	History of science, etc.
Foreign languages		English, German, French
Physical education		Health education, physical training
Mandatory subjects	Management in general	Theory of business administration, behavioral science, etc.
	Personnel	Introduction to personnel management, etc.
	Financial management	Management analysis, etc.
Specialist subjects	Accounting	Cost accounting, etc.
	Office management	Office management seminar, administrative assistant training, etc.
	Marketing	Theory of consumer behavior, market research, etc.
	Production	Industrial Engineering, etc.
	Data processing	Programming theory, programming seminar
Special seminars		Cultural seminars, etc.
Library science		Information management, methods of social research, etc.

Curriculum Outline (Daytime Division)



Mingling with students from overseas

2. Evening Division

Men and women of all ages may be found attending classes here, for the Evening Division is a part of the adult education services that are featured at IBAM. With the curriculum placing heavy emphasis on the practical aspects of management, and a staff that has a wealth of practical experience and knowledge derived from applied research, the Evening Division has an important role in training both workers in government ministries and company employees in management techniques. Many companies send employees to the Evening Division expressly for this purpose. A large proportion of the students already possess degrees and holders of managerial positions are not uncommon.

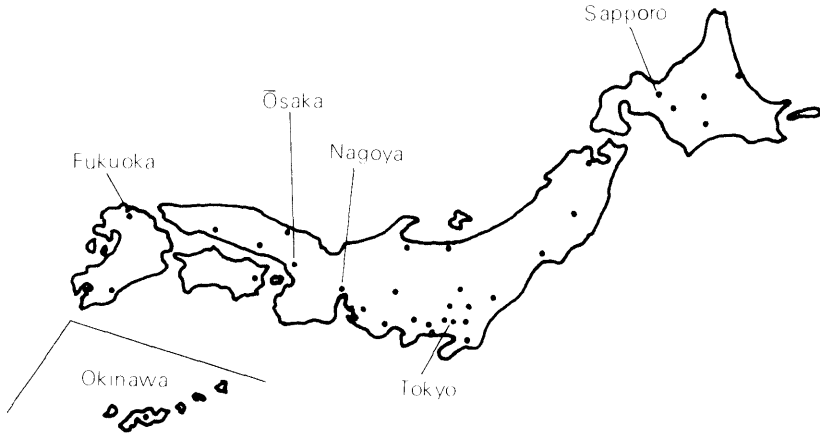
Classification		Subjects
General education subjects	Humanities	The art of persuasion (Logic), self-enlightenment, etc.
	Social science	Management, etc.
	Natural science	Statistics, etc.
Foreign languages		English, German, French
Physical education		Health education, physical training
Specialist subjects	Fundamentals of management	Management, behavioral science, etc.
	Management in general	Business simulation, international marketing, etc.
	Management information	Programming, information systems seminar, etc.
	Production	Value engineering (VE), etc.
	Office management	Procedural improvement, office planning, etc.
	Accounting	Management costing, account book system, etc.
	Marketing	Consumer behavior, market research techniques, etc.
	Data processing	Data analysis, data processing systems, etc.
Special subjects		The business game, personnel development, etc.

Curriculum Outline (Evening Division)

3. The Correspondence Division

Taking into account the special needs of the Correspondence Division students, IBAM has established IBAM Regional Study Groups throughout Japan.

Staff are sent out to these at periodic intervals to instruct students and conduct final exams, thus greatly enhancing the effectiveness of the Correspondence Division. As students are able to overcome some of the handicaps imposed by correspondence education, the completion rate at IBAM is exceptionally high (35% compared with the 5–10% at other institutions), and this is something about which we at IBAM may be justifiably proud. There are 34 study groups (approximately 50 if branch groups are counted in the total), and they may be found throughout Japan from Hokkaido in the North to Okinawa in the South.



Map of the IBAM Regional Study Group Network

Classification	Subjects
Management	Management, management by objectives, etc.
Financial management	Management accounting, financial analysis, etc.
Personnel management	Leadership, behavioral science, etc.
Office management	Procedural analysis, etc.
Production management	Industrial engineering, design management, etc.
Marketing management	Distribution, business law, etc.
Management consulting	Management consultation, management consultation seminar, etc.
Special subjects in finance and accounting	Bookkeeping (One-writing system), seminars, etc.

4. The Library

The Library houses some 50,000 volumes, approximately half of these being practical texts and research works in the area of management, making one of the best collections in its field in Japan.

The Library issues each month an index of articles on management that have appeared in 250 major professional magazines and university publications.

5. The Student Affairs Office

The Student Affairs Office is responsible for the administration and welfare of the students of Daytime Divisions, Evening Division and the Correspondence Division. It also arranges schooling for the students of the Correspondence Division and provides a liaison with alumni organizations.

6. The Placement Service Office

This office maintains close contact with potential employers and makes every effort to assist in finding suitable employment.



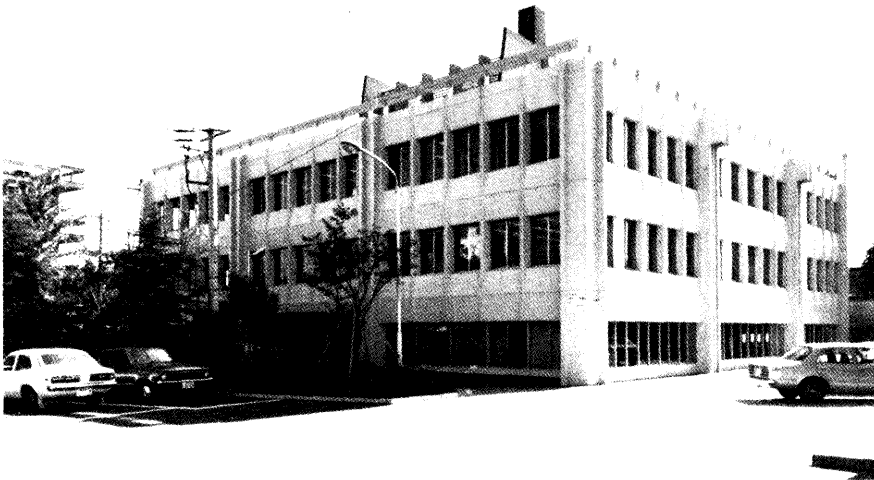
"Feel free to come to me if you"

B. Industrial Education

1. Research Organizations

We have already said that the staff at IBAM is divided into two groups: those placing their emphasis on the teaching of students and those placing it on industrial education. It should also be noted that staff teaching specialized subjects all belong to one or another of the research departments within IBAM.

14 There are seven research organizations altogether at IBAM and an eighth,



Bldg. #3 (House of research organizations)

the Department for Cross-cultural Research, is planned for the near future. The roles of these organizations may be summarized in the following manner.

a. The Department of Research in Applied Management Techniques

This is the central core of the research organizations at IBAM. It conducts research in applied management techniques in areas not covered by other more specialized departments and carries out student and industrial education based on this research.

b. The Department of Organization Behavior Research

This department is concerned with applied research in personnel and organization development. It undertakes research on and gives guidance concerning personnel tests, individual skill development and the improvement of workshop and organization management.

c. The Department of Applied EDP Research

As is apparent from its title, this department is concerned with applied research in data processing. It is working on the development of software application systems and also undertakes consultation, guidance and employee training in this field. The construction and processing of adaptive operation processing programs, together with guidance concerning such programs, are also carried out by this department.

d. The Department of Systems Research & Development

Devoted to applied research in systems planning and development, this department is not only concerned with management aspects, but also conducts projects in the field of social development (area development, industrial siting,

etc.) and in industrial economics (structural analysis of industries, demand forecasting, etc.).

e. The Department of Management Analysis

This department performs research in diagnostic techniques for the solution of management problems and conducts consultation based on this research.

f. The Grid Organizations Development Office

An organization established to give guidance in and to disseminate organization development programs based on the Managerial Grid theory. It conducts public seminars and lectures on the Grid theory.

g. The Center for Creativity Development

In addition to applied research in creativity development, this center also conducts seminars in creativity. It undertakes research and guidance in development and improvement of products and of the company image.

h. Department of Cross-cultural Research

As industrial activities become increasingly international in scale and multinational corporations become a firm reality, attention is being drawn to fundamental problems of management arising from cultural differences. For this reason a Department of Cross-cultural Research will be established in the near future to conduct area studies on the theme of cross-cultural management.

It may be seen that the above research organs have four basic functions:

a Investigation, research, and development

This has two aspects: One is work conducted on behalf of government ministries and businesses; the other independent activities planned and conducted on IBAM's own initiative. The latter mainly include research in new techniques and in methodology and the development of advanced computer programs. The fruits of this independent research are put to use in carrying out work at the request of government and business organizations.

Recent activities in the field of investigation, research, and development include the following:

- Investigation of trends in specific industries
- Market research and demand forecasting for capital and consumer goods
- Social research as a basis for social environment forecasting
- Formulation of concrete plans for corporate strategy
- Employee attitude surveys
- Motivation research
- Surveys of salesman attitudes
- Development of mathematical planning models
- Analyses using a multivariate approach
- Formulation of programs for personnel development
- Formulation of programs for organization development

- Development of computer software and application programs
- Development of simulation programs for training purposes
- Development of on-line systems based on the time-sharing system (TSS)

b Consulting

The problems of management faced by businesses can only be solved by management analysis to obtain a firm grasp of the root of the problem followed up by an integrated program of reform.

At IBAM we have about one hundred specialists in all fields of management and organization including production, marketing, financial management, personnel, and labor relations, and we are thus able to organize project teams that fully meet the requirements of any client. It is thereby possible to give an accurate assessment of the situation and speedily provide practical solutions.

Here are some recent examples of consulting handled at IBAM.

- Improvements in transportation routes to accompany changes in distribution structure
- Radical improvements in salary structures and reassessment of the personnel system
- Reassessment of manufacturing processes and guidance on improvements
- Plans for improvement of stock management systems
- Plans for the systematic improvement of facilities
- Establishment of sales route policy
- Guidance on the operation of and improvement in competence development centers
- Organization improvement – the smoothing of organization functions and the improvement of systems of management by objectives
- Guidance in improving overhead efficiency
- Reassessment of office management in government ministries

c Public seminars

Public seminars at IBAM date from the "Office Management Training Course" in 1952, and since then IBAM has been conducting a variety of public seminars directed at all levels of all organizations. The fundamental object of these seminars is the training of creative personnel with problem-solving capabilities. To do this, IBAM has amassed the results of research and experience both in Japan and abroad and developed special education methods such as workshops and experiential studies. Each seminar is planned according to the abilities and status of the participants. The contents make full use concrete examples, and are designed to be readily comprehensible and of immediate use to business.

The public seminars currently available at IBAM belong to one or another of the following series:

Management & Managers	(9 seminars)
Female workers	(3 seminars)
Personnel Training	(4 seminars)
Production Management	(7 seminars)

Marketing/Sales Management	(8 seminars)
Financial Management	(5 seminars)
Office Management	(8 seminars)
Applied EDP	(6 seminars)
Management Science	(4 seminars)
Business Practice Refreshment	(5 seminars)
Management Consulting Skills	(5 seminars)
Creativity	(3 seminars)
Grid-OD	(6 seminars)
Overseas Tours	

Seminars in these series generally last for a number of days and some are live-in courses.

d In-service training for employees

In response to requests from business and government organizations, IBAM will construct curricula and post lecturers to assist in training within the organization.

One feature of IBAM's industrial education that should not be neglected is international exchange. In order to bring research and teaching at IBAM up to an international level, we have been strengthening contacts with overseas research and educational institutions. Young members of our staff are frequently sent to study overseas for this purpose.

IBAM has received visitors from abroad and groups from such countries as the U.S.S.R., Bulgaria, the Republic of China, Korea, and the Netherlands. It also sends study groups to Europe and the U.S.A. in the *Overseas Tour Series*, with some 50 tours to date.

The Institute maintains contact with overseas management organizations and performs research in conjunction with overseas scholars and businessmen. It has also undertaken research on behalf of overseas research organs such as International Technical Services of Australia and the Battelle Institute of Switzerland.

IBAM hopes to enlarge the scope of international exchanges in the future, and further links with overseas educational and research institutions are under negotiation.

Notable Visitors from Abroad (1961 through 1977)

Year	Name of Visitor(s)	Purpose of Visit
1961	Dr. Ralph Barnes, UCLA, USA	Work Sampling
1962	* Dr. William J. Jaffe, New Jersey Inst. of Tech. USA	Industrial Engineering
1962	* Dr. Lillian M. Gilbreth, USA	Scientific Management
1963	* Dr. Fred Massarik, UCLA, USA	Sensitivity Training
1965	* Prof. J. Ardoino, Univ. of Bordeaux, France	Industrial Psychology
1966	* Drs. Robert R. Blake & Jane S. Mouton, Univ. of Texas, USA	Managerial Grid Seminar
18 1967	" "	Organization Development



Dr. George M. Frazier



Dr. Robert N. Ford

1967	Mr. Fred Sherwin, Raytheon Co., USA	Value Engineering Workshop
1968	Dr. Saul Gellerman, USA	Motivation & Productivity Seminar
1968	* Mr. Anthony Tocco, TRW Systems, USA	Value Engineering Seminar (1st VE Conference)
1968	* Dr. Jack Morton, Bell Tel. Lab., USA	R&D/Innovation Seminar
1968	A business study group from Asian countries (sponsored by the Japan Productivity Center)	Japanese small business
1969	* Dr. Bernard Bass, Univ. of Rochester, USA	Management and Psychology Seminar
1969	Dr. Frederick Herzberg, Case Western Reserve Univ., USA	Motivation Seminar
1969	A production management study group from the USSR	Information and discussion
1969	* Dr. Leslie B. Ball, Boeing Co., USA	Systems Approach to Product Development Seminar
1969	Dr. Igor Ansoff, Vanderbilt Univ., USA	Corporate Strategy
1970	* Dr. Emilio Fontela, Inst. Battelle, Switzerland	Seminar on Demand Forecasting & Corporate Strategy
1970	Mr. A.J. Dell'Isola, LCK, USA	Construction VE Seminar (3rd VE Conf.)
1970	(Principal speakers from abroad)	Innovation Group 1st International Conf. in Tokyo
	Mr. Mark Shepherd, TI Inc., USA	
	* Dr. J. Morton, Bell Tel., USA	
	Dr. D.G. Marquis, MIT, USA	
	* Dr. G. Rathenau, Philips, Holland	
	Mr. F. Park, TC, USA	
1971	An industrial study group from Asian countries (sponsored by Asian Prod. Organization)	Discussion on Japanese productivity
1972	Dr. F.A. Heller, Tavistock Inst., UK	Management education
1972	An industrial study group from Hong Kong (sponsored by Japan Productivity Center)	Discussion on Japanese industry and business
1972	Dr. R.N. Foster, Abt Assoc., USA	Innovative R&D Seminar
1972	Mr. L.D. Mies, VE originator, USA	5th VE Conference
	Commander R.H. Rossaman USN, USA	
	Mr. B.B. Cochran, Conair, USA	
1973	Dr. David Johnson, Univ. of Minn., USA	Team/Organization Development Seminar
1973	Dr. Robert N. Ford, ATT, USA	Job Enrichment Seminar
1973	Mr. M. Wilson, MI Ltd., UK	International Marketing Symposium
1974	A labor management research group from Erasmus Univ. Rotterdam, Holland	Labor management situation in Japan, survey and discussion

1974	A labor management study group from the Republic of Korea	Labor-management situation in Japan, survey and discussion
1975	* Mr. Chris Rand, Norway	Survey of Japanese electronic industry
1975	* Mr. V. L. Lao, VE Consultant, USA	8th VE Conference
1977	* Dr. G. Rathenau, Mr. van Gent et al., Netherlands Scientific Council	Scientific research on government policies for the national economy
1977	* Drs. R.R. Blake & J.S. Mouton, SMI, USA	Consultation Skills Seminar
1977	* Dr. Herbert A. Simon, Carnegie-Mellon Univ., USA	Symposium on Computer Science & Psychology

* indicates a repeating visitor.

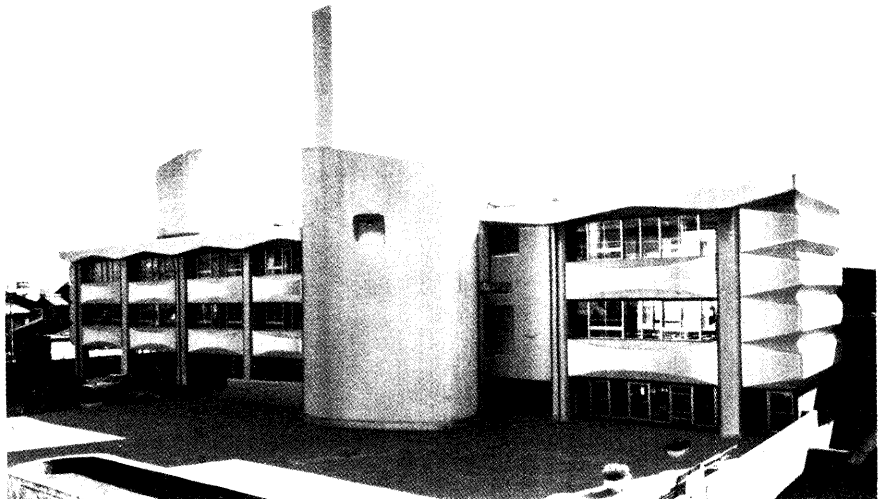
Industrial Research Activities Conducted Jointly by IBAM and Overseas Firms

- 1970-1971 A series of surveys for international metal resources forecasting, conducted in cooperation with International Technical Services Ltd. of Sydney, Australia, on uranium, nickel, lead, zinc, copper, iron, tin, titanium and zirconium
- 1970-1973 IBAM provide continual support to business forecasting surveys conducted in Japan by the Battelle Institute of Switzerland. Various subjects were covered in a series of research visits: metals and minerals, chemicals, shipbuilding, foods, transportation, machinery, petroleum, and pollution. The entire survey project was supervised by Dr. E. Fontela, Institut Betteile, Switzerland.

2. Business Organizations

a. The Industrial Education Department

This department organizes and carries out industrial education activities in cooperation with other research and development organs within IBAM. Its activities cover a wide range, including the arrangement of research projects, public seminars, in-service training, computer calculations, and international exchanges, and the distribution of materials for and conduct of personnel tests. It also distributes slides and other audio-visual teaching materials, as well as planning and producing video-tape recordings for instruction purposes.



Bldg. #1 (Administrative building, industrial education facilities, etc.)

To enhance the effectiveness of industrial education, IBAM has established an Industrial Education Association which is responsible for liaison with member companies and sending out information and materials to members.

b. The Department for Industrial Correspondence Education

Correspondence courses with the aim of personal development or the attainment of skills have an important role in the in-service training of company employees. It has been said that over half of Japan's major companies have introduced correspondence education in some form; this fact reflects the flexibility of correspondence courses in allowing anyone to study anything at any time.

Industrial correspondences are of two types: flexible courses where the curriculum may be arranged to suit the needs of the student and fixed courses. Some 100,000 students are currently taking one or other of these types of course.

- | | |
|--|---|
| <p>i. Flexible courses (giving examples)</p> <ul style="list-style-type: none"> Production Courses <ul style="list-style-type: none"> Industrial Engineering Process Control Quality Control Marketing Courses <ul style="list-style-type: none"> Development of Marketing Ability Dealer-helps Sales Consulting | <ul style="list-style-type: none"> Financial Management Courses <ul style="list-style-type: none"> Finance and Accounting Basic Accounting Personnel and Labor Relations Courses <ul style="list-style-type: none"> Employee Training Management and Personnel Staff Office Management Courses <ul style="list-style-type: none"> Office Improvements Basic Office Management |
| <p>ii. Fixed Courses</p> <ul style="list-style-type: none"> Basic Industrial Engineering Industrial Engineering Value Engineering Production Analyst (for grade 1, 2 and 3 certificates) Basic Sales Sales Management Retail Management Accounting Financial Management Tax Practitioner Course Labor Management Supervisors' Course | <ul style="list-style-type: none"> Introductory Managerial Course Managerial Skills Development Managerial Course Office Management Creativity Development Small Business Analyst Course Production Management Public Administration General EDP EDP Programming EDP Systems Computer Course for Management New Managers' Course |

c. The Publications Department

The Publications Department publishes some fifty specialist works annually, thus making the results of research available to the public. To date approximately 530 works have been published, a large proportion of these written by the staff of IBAM. Over 80 works by overseas authors have also been published in translation.

The Publications Department also publishes "The Bulletin of the Institute of Business Administration and Management," "Research Quarterly," a range of research reports, and the monthly magazine "Management Guide."

Here is a list of some of the more important works in translation.

- | | |
|--|--|
| Andrews, K. | The Concept of Corporate Strategy |
| Ansoff, H.I. | Corporate Strategy |
| Argenti, J. | Corporate Planning |
| Argyris, C. | Integrating the Individual and the Organization
Interpersonal Competence and Organizational Effectiveness |
| Batten, J.B. | Tough-Minded Management |
| Bauer, R.A. | Social Indicators |
| Beckhard, R. | Organization Development: Strategies and Models |
| Bennis, W.G. | Changing Organization, etc. |
| Blake, R.R. &
Mouton, J.S.,
et al. | The Managerial Grid
Corporate Excellence through Organization Development
Consultation
Etc. |
| Brooke, M. &
Remmers, H. | The Strategy of Multinational Enterprise |
| Brown, R. | Decision Analysis for the Manager |
| Cheek, L.M. | Zero-base Budgeting Comes of Age |
| Crosby, P.B. | Cutting the Cost of Quality |
| Dalton, M. | Men Who Manage |
| Fiedler, F.E. | Theory of Leadership Effectiveness |
| Fordyce, J.K. &
Weil, R. | Managing with People: A Manager's Handbook of Organiza-
tion Development Methods |
| Gellerman, S.W. | Motivation and Productivity, etc. |
| Gilbreth, L.M.,
et al. | Cheaper by the Dozen |
| Hicks, H. | The Management of Organization |
| Jacoby, N. | Corporate Power and Social Responsibility |
| Kahn, H. | The Future of the Corporation |
| Kappel, F.R. | Business Purpose and Performance |
| Kolasa, B.J. | Introduction to Behavioral Science for Business |
| Lawrence, P.R. &
Lorsch, J.W. | Organization and Environment, etc. |
| Machlup, F. | The Production and Distribution of Knowledge in the
United States |
| McClelland, D.C. | The Achieving Society |
| McDonough, A.M.
Garrett, A.M. | Management Systems: Working Concepts and Practices |
| McGregor, D. | The Human Side of Enterprise
The Professional Manager
Leadership and Motivation |
| Maier, N.R.F. | Creative Management |
| Martin, C. | Project Management |
| Maslow, A.H. | Motivation and Personality, etc. |
| Mee, J.F. | Management Thought in a Dynamic Economy |
| Merrill, H.F. | Classics in Management |
| Mudge, A.E. | Value Engineering |
| Nilles, J. | The Telecommunication-Transportation Trade-off |
| Odiorne, J.S. | Management by Objectives |
| Optner, S.L. | Systems Analysis for Business Management, 3rd Edition |
| Ridge, W.J. | Value Analysis of Management Practices |
| Schleh, E.C. | Management by Results |
| Schoderbek, P.P. | Management Systems |
| Simon, H.A. | The New Science of Management Decision |
| Taylor, F.W. | A Piece Rate System; Shop Management; Principles of
Scientific Management; etc. |

IV. PLANS FOR A NEW SCHOOL THE SANNO COLLEGE

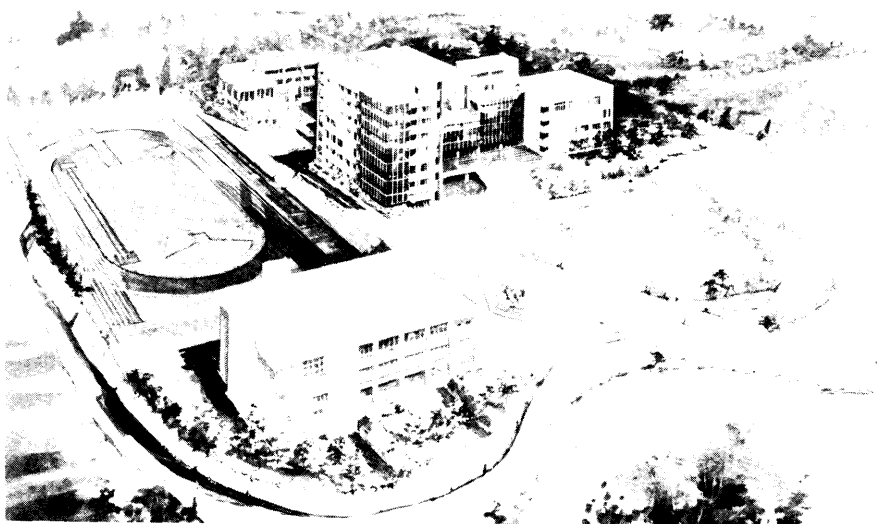
A. The Purpose in Establishing a New Four-year College

In this booklet we have already outlined a variety of IBAM's special features. However in that IBAM is a junior college with courses of only two years duration, education at IBAM inevitably tends to be vocational education. In its own way, this is able to meet certain needs, but it cannot meet the need for specialist education.

Japan's economy is now undergoing its most important period of transition since the War and planned, detailed management has become ever more necessary during a period of stable economic growth. There is an urgent need to put management on a more scientific basis and make optimum use of aids such as computers.

It is to meet these needs of the future that we are about to establish a new college for the advanced study of management and information science. Our ultimate goal is a post-graduate school of business, but as a first step toward this we are setting up a college offering four-year degree courses.

The new college will have a single faculty, that of management and information science, and by combining these two departments within one faculty we hope to train capable personnel well adapted to the needs of an information society. Students majoring in management will study a core of management and computer subjects along with related subjects such as economics, sociology, human behavior and management science. It is expected that graduates in this field will become specialists either in general management or in



Architect's Projection (Expected date of completion April 1979)

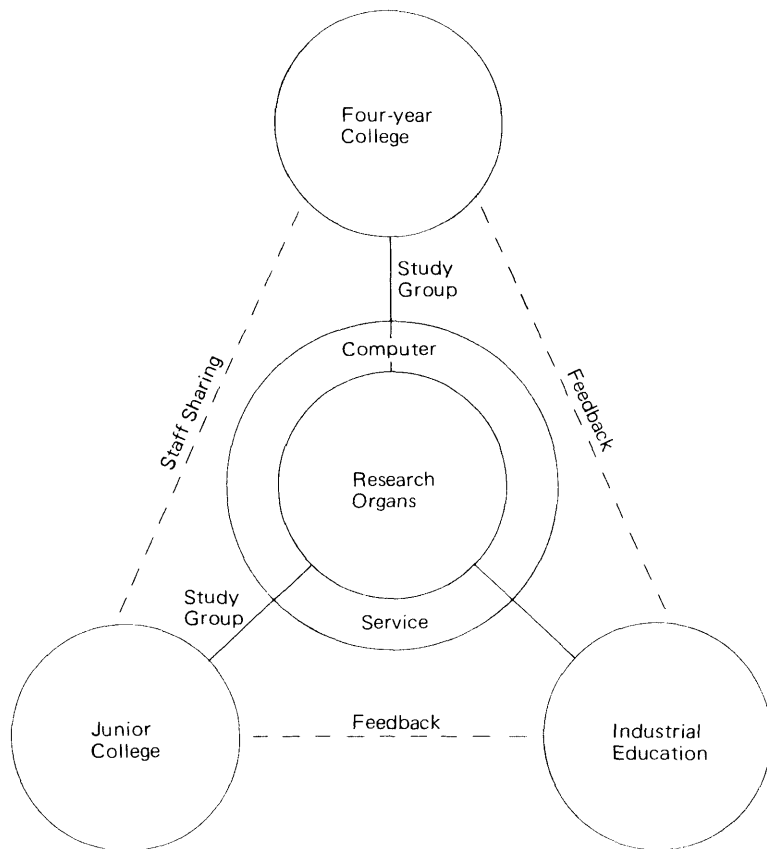
particular functions of management. Similarly graduates in information science will have received a firm grounding in mathematics, data systems, systems planning, and programming with the prospect of becoming mathematicians and systems engineers.

With the establishment of the Sanno College in 1979 and proposals for a school of business to be established in the future, the official designation of IBAM is to be changed to

Thus, our dream of becoming Japan's leading institution for management education and research is rapidly becoming a reality.

While the Junior College will maintain a discrete identity from the Four-year College, it is however intended to allow students to transfer to the new college if they so desire.

*(*The word "Sanno" represents the accepted Japanese abbreviation of the Japanese title of IBAM: Sangyo Nohritsu Tanki Daigaku.)*



The Functional Relationship of SIBA

B. Features of The Sanno College

1. The Integration of Management and Information Science

The new college will not only conduct advanced studies in management and information science, but also hopes to attain the functional integration of these fields.

With the diversification of values and the increasing complexity of the social and economic environment, we must adopt an interdisciplinary approach to the study of management. This means that we must take into account not only behavioral science (the study of human and organizational behavior) and management science (using a mathematical approach to management) but also computer science in keeping with the increasing computerization of business.

Placing what has hitherto been known as the study of management and the study of human and organizational behavior within the broad category of management, and management science and computer science (primarily software) within the broad category of information science, we aim at the integration of the two in teaching and research by a process of mutual feedback.

2. Functional Relevance within the Curriculum

As we have just noted, the integration of management and information science will be a primary feature of SIBA. However, the curriculum itself is also designed to achieve a contiguity between the two at all levels. Basic subjects will be mandatory for all students.

Compulsory Subjects

- Introduction to Management
- Introduction to Business Administration
- Outlines of Data Management
- Financial Management
- Marketing Theory
- Production Management
- Outlines of Information Science
- Introduction to Computers I
- Outlines of Systems Analysis
- Programming Languages I
- Management Information Systems

Students will also be free to attend seminars in either field.

3. Exchange between Research, Teaching and Society

With full library facilities and a data-processing service, the new college will endeavor to provide the necessary information for research and education and make this available to society at large through the Publications Department.

4. Small Classes

It is not our intention to create a mammoth institution and the new college will have an annual admission of 200 students and a total student body of 800. Permanent staff will be approximately forty in number and we will thus be able to achieve a high staff-student ratio.

Small classes will have their effect not only in lectures but also in character education. The new college will be endowed with a rich natural environment at the foot of Mt. Oyama, ideal for the training of responsible citizens with well-rounded personalities.

A small student body is a factor that frequently puts considerable pressure on the finances of private colleges in Japan. However by directing income from industrial education both to the existing Junior College and to the new college, it will be possible to have a stable financial base while maintaining our small size.