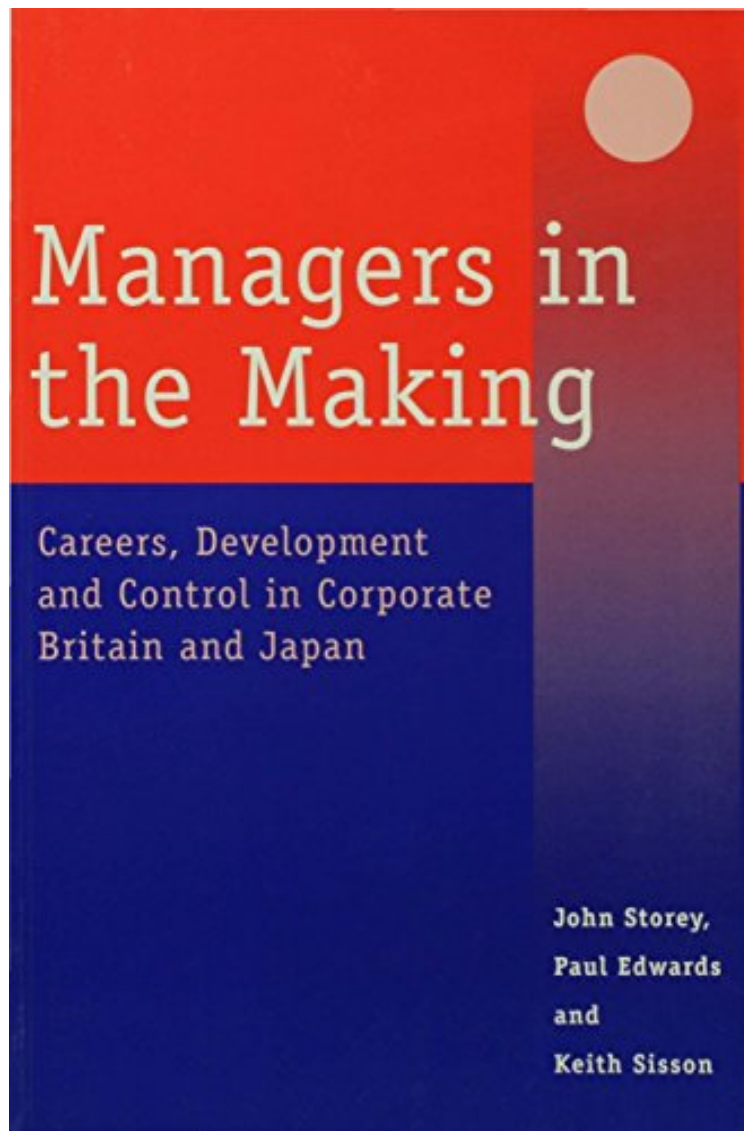


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Managers in the Making: Careers, Development and Control in Corporate Britain and Japan (Industrial Management series)

John Storey, Paul Edwards, Keith Sisson
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John Storey, Paul Edwards, Keith Sisson : Managers in the Making: Careers, Development and Control in Corporate Britain and Japan (Industrial Management series) before purchasing it in order to gage whether or not it would be worth my time, and all praised Managers in the Making: Careers, Development and Control in Corporate Britain and Japan (Industrial Management series):

Using original data, *Managers in the Making* presents a thorough analysis of the processes by which managers are made in Britain and Japan. It provides a detailed comparative study of the careers, training, developmental experience and job demands of managers in eight named companies, matching British firms with Japanese counterparts. Using qualitative and quantitative data the authors offer an understanding of these processes within organizational, sectoral and national contexts. Managers' perceptions, reactions and concerns are recorded and analysed throughout.

"This is a very well structured piece of research on potential differences in how managers are "made" in the UK compared with Japan....This is an excellent and much needed piece of work, particularly because it is comparative in nature as well as simply looking at Japanese processes without relating them to the wider world - a significant extension of the comments made in the original Charles Handy led study on the making of managers' - *Industrial and Commercial Training* It is refreshing to read a book on Britain and Japan that does not rest its analysis solely on comparisons at the national level....a welcome addition to the literature that explores the attitudes of managers in organizational contexts, and considers the variation between sectors instead of just stereotyping the Japanese' - *Human Resource Management Journal* This book, written mostly by academics at Warwick University, provides a detailed comparative study of the careers, training, developmental experience and job demands of managers in eight named companies, matching a British firm with a Japanese counterpart. Using qualitative and quantitative data, it offers an understanding of management development within organizational, sectoral and national contexts. Managers' perceptions, reactions and concerns are recorded and analysed throughout' - *IDS Study Personnel Publications 1997* *Managers in the Making* goes below the surface to provide an in-depth study of four pairs of matched companies from Britain and Japan.... For me, the key lessons of *Managers in the Making* are: management development must be long term, not subject to fads and fashions; people need to be developed before they become managers; broad experience and challenging assignments are needed early in a person's career; senior managers should be given responsibility for developing junior managers and then assessed on their performance.... The authors, in cutting through all the management development pseudo-psychological mumbo jumbo, have performed a great service' - *People Management* 'This is easily the best book of its kind since Dore... it comes from a well-structured piece of collaborative research, carried out by a strong team. Inevitably, they find that the reality is more complex than the stereotypes, but the stereotype is not totally misplaced. Japanese management development is more systematic and continuous' - Professor Andrew Thomson, President of the British Academy of Management " "This should be a must-read for the corporate leaders of Britain. The authors hold up a mirror of Japanese policy and culture to draw comparisons and contrasts with British lack of long-term thinking and integration. Many British managers evidently do not have a clear idea of what is important for their career, or even who "owns" it.' - Roger Young, Director General of the Institute of Management, UK This is a very well structured piece of research on potential differences in how managers are "made" in the UK compared with Japan....This is an excellent and much needed piece of work, particularly because it is comparative in nature as well as simply looking at Japanese processes without relating them to the wider world - a significant extension of the comments made in the original Charles Handy led study on the making of managers' - *Industrial and Commercial Training* It is refreshing to read a book on Britain and Japan that does not rest its analysis solely on comparisons at the national level....a welcome addition to the literature that explores the attitudes of managers in organizational contexts, and considers the variation between sectors instead of just stereotyping the Japanese' - *Human Resource Management Journal* This book, written mostly by academics at Warwick University, provides a detailed comparative study of the careers, training, developmental experience and job demands of managers in eight named companies, matching a British firm with a Japanese counterpart. Using qualitative and quantitative data, it offers an understanding of management development within organizational, sectoral and national contexts. Managers' perceptions, reactions and concerns are recorded and analysed throughout' - *IDS Study Personnel Publications 1997* *Managers in the Making* goes below the surface to provide an in-depth study of four pairs of matched companies from Britain and Japan.... For me, the key lessons of *Managers in the Making* are: management development must be long term, not subject to fads and fashions; people need to be developed before they become managers; broad experience and challenging assignments are needed early in a person's career; senior managers should be given responsibility for developing junior managers and then assessed on their performance.... 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Many British managers evidently do not have a clear idea of what is important for their career, or even who "owns" it.' - Roger Young, Director General of the Institute of Management, UK `This is a very well structured piece of research on potential differences in how managers are "made" in the UK compared with Japan....This is an excellent and much needed piece of work, particularly because it is comparative in

nature as well as simply looking at Japanese processes without relating them to the wider world - a significant extension of the comments made in the original Charles Handy led study on the making of managersprime; - Industrial and Commercial Training `It is refreshing to read a book on Britain and Japan that does not rest its analysis solely on comparisons at the national level....a welcome addition to the literature that explores the attitudes of managers in organizational contexts, and considers the variation between sectors instead of just stereotyping the Japaneseprime; - Human Resource Management Journal `This book, written mostly by academics at Warwick University, provides a detailed comparative study of the careers, training, developmental experience and job demands of managers in eight named companies, matching a British firm with a Japanese counterpart. Using qualitative and quantitative data, it offers an understanding of management development within organizational, sectoral and national contexts. Managersprime; perceptions, reactions and concerns are recorded and analysed throughoutprime; - IDS Study Personnel Publications 1997 `Managers in the Making goes below the surface to provide an in-depth study of four pairs of matched companies from Britain and Japan.... For me, the key lessons of Managers in the Making are: management development must be long term, not subject to fads and fashions; people need to be developed before they become managers; broad experience and challenging assignments are needed early in a personprime;s career; senior managers should be given responsibility for developing junior managers and then assessed on their performance.... The authors, in cutting through all the management development pseudo-psychological mumbo jumbo,have performed a great serviceprime; - People Management prime;This is easily the best book of its kind since Dore... it comes from a well-structured piece of collaborative research, carried out by a strong team. Inevitably, they find that the reality is more complex than the stereotypes, but the stereotype is not totally misplaced. Japanese management development is more systematic and continuousprime; - Professor Andrew Thomson, President of the British Academy of Management prime;This should be a must-read for the corporate leaders of Britain. The authors hold up a mirror of Japanese policy and culture to draw comparisons and contrasts with British lack of long-term thinking and integration. Many British managers evidently do not have a clear idea of what is important for their career, or even who "owns" it.prime;- Roger Young, Director General of the Institute of Management, UKAbout the AuthorNintendo Co., Ltd., of Kyoto, Japan, is the acknowledged worldwide leader in the creation of interactive entertainment. To date, Nintendo has sold more than one billion video games worldwide, has created such industry icons as Mario(TM) and Donkey Kong(R) and launched franchises like The Legend of Zelda(R) and Pokemon(TM). Nintendo manufactures and markets hardware and software for its popular home video game systems, including the Nintendo(R) 64, Game Boy(R), Game Boy(R) Color, and most recently, Game Boy(R) Advance--the world's best selling handheld video game systems. As a wholly owned subsidiary, Nintendo of America Inc., based in Redmond, Washington, serves as headquarters for Nintendo's operations in North America.PAUL MARGINSON is Professor of Industrial Relations and Director of the Industrial Relations Research Unit and KEITH SISSON is Emeritus Professor of Industrial Relations, both at the University of Warwick.John Storey is Professor of Cultural Studies and Director of the Centre for Research in Media and Cultural Studies at the University of Sunderland. His publications include "Cultural Studies and the Study of Popular Culture: Theories and Methods" (1996), "What is Cultural Studies?: A Reader" (1996), "Cultural Theory and Popular Culture: A Reader" (second edition, 1998), "Cultural Consumption and Everyday Life" (1999), and "Cultural Theory and Popular Culture: An Introduction" (third edition, 2001).John Storey founded Storey Communications, Inc. with his wife Martha in 1983. He has three children and eight grandchildren. He lives in western Massachusetts and farm in Westport, New York.