



International Symposium
**Business Venture Creation and New Human Resource Management
Strategies in Japan, Europe, and the USA**

-Linking Corporate Restructuring, HRM, and Venture Strategies-

Tokyo, Oct. 1 - 2 1998

Conference venue:
Conference hall of the Goeth-Institute, Akasaka, Tokyo

German Institute for Japanese Studies (DIJ) Tokyo

Organized by:
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The workshop brings together academics as well as representatives from firms, industry associations, government institutions, and the business press to jointly discuss and compare recent developments in Japan, Europe, and the USA, and their implications for theory and practice:

- Understanding the macro-structural framework regarding corporate restructuring in Japan, Europe, and the USA. What significant challenges are confronting the major industrial sectors in each country and region, which basic management issues are entailed, and what are the strategic priorities for firms given the respective prevailing business environments?
- Presenting the current state of, major issues for, and future strategic directions of firms' management of their human resources. In which ways are organizational knowledge and skill creation activities, incentive systems, labor flexibility, labor market institutions, etc. affected? What do the respective socio-economic environments permit? To which extent and of what nature are societal frictions resulting from new HRM strategies?
- Discussing the role of new business venture creation as a potential human resource development strategy. In which way can they be considered as an effective organizational learning device, a space for creativity and innovation, or must they rather be seen as the installation of parking sites for surplus employees? To what extent are new ventures (and their HRM policies) integrated into existing organizational rules and practices?
- Essential differences and possible synergies between company ventures and independent ventures. What role are company ventures (venturing-based diversification) and independent venture activities playing, respectively, as sources of economic activity, industrial renewal, and technological and business process innovation?
- The organizational impact of info-communication technologies and digital networks. What are the scope and characteristics of emerging digital network businesses and markets, and what is their importance for personnel management and corporate restructuring, given a growing emergence of strategic R&D joint ventures, network industrialization, outsourcing, virtual modes of production, etc.

Program

Thursday October 1

9:30 Opening addresses
Prof. I. Hijiya-Kirschner (DIJ)
Mr. O. Juul. Joergensen (Ambassador, Head of EC Delegation, Tokyo)

10:00 - 10:20 Coffee break

10:20 - 12:30 Session 1 *Organizational reality of venture creation*

Prof. R. Cole/D. Rtschev (UC Berkeley),
The role of organizational discontinuity in high technology: Insights from a US-Japan comparison
Prof. C. Scholz (Saarbruecken Univ.),
Virtual corporations and the consequences for HRM in Europe
Prof. K. Sakakibara (Keio Univ./NISTEP),
New business venture creation and globalization

Panel commentators
Ito, M. (Smart Valley Co.), Kanemaru, H. (Future Systems Consulting),
Ricki, L. (Asia Internet Plaza Corp.)

12:30 - 14:00 Lunch

14:00 - 16:00 Session 2 *Information networks and venture creation*

Prof. M. Kenney (UC Davis),
The Internet, new firm foundation, and enterprise patterns
Prof. S. Steffensen (Tokyo Univ.),
The critical state of new electronically networked small business cultures in Japan
Prof. Y. Masuda (Tokyo Univ.),
Informatization, multimedia, and Japanese SMEs

Panel commentators

Inagaki, Y. (Do-House Corp.), Yamada, H. (Sun Microsystems Japan),
Maeda, N. (Sony Corp.)

16:00 - 16:30 Coffee break

16:30 - 17:45 Round table discussion (Participants of Sessions 1 & 2, Isayama, T.,
MITI/Patent Office; Kawanishi, Y., Clubhouse, Tomoto, M., NEC)

Friday, October 2

9:00 - 11:00 Session 3 *Venture creation and human resource management*

Prof. Y. Teramoto (JAIST),
Organizational networks and new human resource strategies
Dr. D. Dirks (DIJ),
HRM and knowledge creation
Prof. A. Okumura (Keio Univ.),
The internationalization of HRM

Panel commentators

Nagasaki, F. (Nippon Steel), Danno, H. (Japan Council of Metalworkers' Unions)

11:00 - 11:30 Coffee break

11:30 Keynote speech: S. Maeda (Education Business Development, Nihon Cisco Systems)
Keynote speech: Dr. S. Matsuda (Corporate Planning Office, Matsushita Electric Industrial Co.)

12:15 - 13:30 Lunch

13:30 - 15:30 Session 4 *Interorganizational strategies, new business creation and HRM*

Prof. D. Boegenhold (Bremen University),
Venture creation as a result of different trends: a labor market approach linking corporate restructuring processes and human resource developments in historical perspective
Prof. A. Seike (Toyama Univ.),
Interorganizational strategies and business innovations
E. Nagaoka (Nihon Keizai Shinbun),
Venture business and economic revival in Japan

Panel commentators

Harada, T. (Kagawa Univ.), Yamashita, M. (LTCB), Fujiwara, K. (Recruit Corp.)

15:30 - 16:00 Coffee break

16:00 - 16:20 Keynote speech: M. Tanasawa (Toyota Motor Co.)

16:20 - 18:00 Round table discussion (Participants of Sessions 3 & 4, Dr. D. Vaubel,
Roland Berger & Partner Japan Ltd./German Chamber of Commerce and Industry)

Conference languages: Japanese and English (simultaneous translation provided).

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