

<Title>

## Japanese Companies in China and Cross-cultural Management

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<Abstract>

The aim of this paper is to propose the importance of understanding the Chinese culture which Japanese companies encounter when they operate in China. Chinese culture needs to be analyzed with compound eyes as her culture, which consists of multiple races, has social and regional characteristics. It is certain, however, that the sense of value which is national culture exists in common deep in the heart of Chinese people. As the source of the national culture, Confucianism such as in ‘the Analects of Confucius’ and ‘the Moral Sutra’ of ancient China are examined in relation to management. At the same time, the Chinese sense of values ( long-term orientation versus short-term orientation ) is also examined.

<Keywords>

Japanese-affiliated companies in China, cross-cultural management,  
regional characteristics in China, Chinese culture, Chinese specific value