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Japanese and Chinese understandings of “subordinate and colleague relations” and cross-cultural management :

Examples of cross-cultural friction that has occurred in Japanese companies in China

Jia li

Yokohama National University, International Graduate School of Social Sciences, Ph.D. course

<Abstract>

This paper is aimed at investigating the different understanding Japanese and Chinese people have of interpersonal relations at Japanese companies. The following three items are clarified through an analysis of collected data : 1) there are differences in the way Japanese and Chinese understand subordinate relationships, especially in terms of “decision - making”, “class-consciousness”, and “mutual trust”; 2) there are differences in the way Japanese and Chinese understand relations between colleagues, especially regarding “information sharing”, “scope of responsibility” and “tuning properties” 3) there are differences in the way Japanese and Chinese understand interpersonal relations, which depend on whether they belong to kinship groups.

<Keywords>

Difference in Japanese and Chinese understandings, cross-cultural management, subordinate relationship, colleague relation, group attribute