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Movements for Higher Productivity Analysis from the Standpoint of Business Management

by Y. Kotaka

Movements to raise productivity to attain a larger national income is spreading throughout the United States and Europe recently. Japan too has recognized the significance of this movement and, with the support of the Ministry of International Trade and Industry, has founded the "Japan Productivity Centre" organized chiefly by managers of large enterprises. This new foundation, aided by considerable government subsidy and U. S. support, is trying to launch an extensive campaign to raise productivity in all industries.

The theoretical background and the general guiding principles of the movement are provided by the "Higher Productivity in Manufacturing Industries (Geneva, 1954) Studies and Reports. New Series No. 38", edited by the I. L. O. with the operation of its world-wide research net-work.

The writer presents in this study, an analysis of the above-mentioned I. L. O. presentation from the standpoint of business management theory. The study then elaborates the significance of the movement to Japan's current economy and gives the economic requisites for an effective movement.

It is needless to say that the movement is ineffective without cooperation between management and labour. This however necessitates a more than important change from the past methods of labour management. As the writer points out, the essential problem lies in the revaluation of labour management in its relation to the trade union.

Functional Specialization of Commercial Management

by Y. Suzuki

Marketing functions in our modern socio-economic life based on division of labour, are those economic functions which by the movement

of goods, links the primary producers of goods with the final consumers. Marketing functions can be divided into labour and capital functions. The labour functions involve both physical and mental functions, the former being the actual physical transfer of goods and the latter being the mental transmission of goods. Capital functions signify the movement of goods as values. They are the purchasing and selling functions enveloping capital accounting and pricing. Banking and insurance (bearing risks) function as supplements.

Commercial management carries out marketing functions, and besides being an organizing body of commercial labour, it is the unit both for business account and for growth of commercial capital. Hence commercial management is the active organizer as well as the organized system of various commercial functions. It acts as chain to link the producers directly with the consumers in the process of the circulation of goods. With the growth in productivity, a larger quantity of goods has been thrust into the circulation. This naturally has necessitated commercial functions on a larger scale, and accordingly has led to further division and specialization.

Consequently, some of the original functions of commercial management were conceded to other managements and the development of the transportation, warehouse, advertising industries and banking and insurance businesses were seen. These specialized managements established, what can be said, an auxiliary system outside the proper system of commercial management, each supplementing the proper functions of management in respective specializations.

Further specialization of commercial management in some line of commodities is seen in the appearance of enterprises functioning in a very limited scope, as a result of intensified free competition which has made necessary, the curtailment of expenses and rationalization of management. An example of this is the so-called limited function wholesalers in the U. S. such wagon jobler, desk jobler and cash-and-carry wholesaler. The development of this type of business is particularly noted after 1930.