



Master of Business Administration / Professor

**Yukitoshi Fujita****Education**

Graduate School of Business Administration, Senshu University(Master's Program)  
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**Professional Background**

Lecturer, Assistant Professor and Professor at Aichi Gakusen University

**Consultations, Lectures, and Collaborative Research Themes**

Development History of Japanese Companies  
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**Main research themes and their characteristics****「Distribution History of the Ceramic Industry」**

The ceramic industry in existed in Japan for a long time, and many people think of traditional tableware as its product. Therefore, it seems that the contribution that the ceramics industry has contributed to the development of Japanese capitalism is not very conscious. However, in the early days of Japanese capitalism in the Meiji era, ceramic products were important export products and played an important role in acquiring foreign currency, which is indispensable for the development of Japan. And after the war, it had the largest market share over the UK and West Germany in the US import market, which is a major exporter. In other words, the ceramics industry in an indispensable industry for talking about the history of Japanese capitalist development.

By the way, the ceramics industry was certainly an important export industry, but its export share was about 50% even when it was large, in other words, 50% or more of the ceramics products were distributed domestically. The existence of a wholesaler organization is indispensable for the domestic distribution of ceramics products, but the distribution organization that reflects the peculiarities of the industry is complicated.

On the other hand, in the midst of trade conflicts in export, leaders of union have demonstrated leadership and coordination. So I think it is important to draw Entrepreneurial history activities while questioning the rationality and significance of the system created by our predecessors.

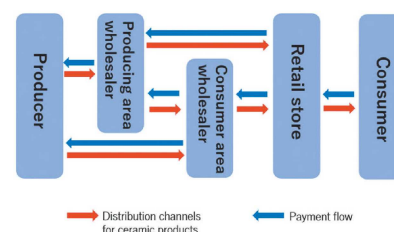


Fig.1 A case of domestic distribution of ceramics

**「Management that Ensure the Dignity of Workers」**

I think that the theory of P.F.Drucker, the inventor of management, is often positioned in business administration, but is that valid? Drucker studied the "conflict between maintenance and change" throughout his life, and his idea was to emphasize the freedom and dignity of the citizens. If you don't understand that, you can't evaluate Drucker. At the same time, the Management by Objectives(MBO) advocated by Drucker guarantees the freedom and dignity of the members of the organization, but Drucker called on the members themselves to "responsible" and "think for themselves". Without it, it wouldn't have a real effect.

D.McGregor is also mentioned as an advocate of MBO. But while Drucker's MBO focused on ensuring human dignity, McGregor's response to the desire for self-actualization. Relatedly, A.H.Masiow, the proponent of the Hierarchy of Needs, mentions MBO of Drucker and McGregor. Maslow appreciates McGregor, but is critical of Drucker. Drucker counter-criticizes this and clarifies the significance of his MBO. What we can see is that the management that guarantees human dignity and the management that satisfies the self-actualization needs are completely different, and in order for human beings to protect their dignity, there are strict demands on the workers themselves. The awareness of workers is important for management that guarantees human dignity.

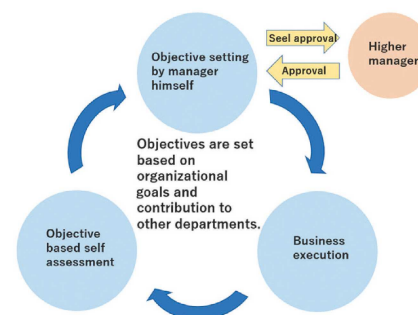


Fig.2 Conceptual diagram of MBO by Drucker

**Major academic publications**

Togyo Kyokai edition, Yukitoshi Fujita written, *Postwar Japan Sugar Industry Development and Sugar Industry Association*, Maruzen Planet Ltd., 2012.

Fumikatsu Kubo edition and written, *Development of Modern Sugar Industry and Sugar Industry Federation*, Nihon Keizai Hyoronsha Ltd., 2009, contributed the 3rd and 4th chapter.

Yukitoshi Fujita, "Function and Activities of the Ceramics Commercial Association : Mainly in the Western Part of the Tono District Before and After the War", *Japan Business History Review*, Vol.56, No.2, 2021, pp22-38.