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● Articles

Author	エスペン・モー Espen Moe 関西学院大学 総合政策学部 受託研究員(2009年7月1日現在) Researcher, School of Policy Studies, Kwasei Gakuin University (as of July 1, 2009)
Title	Institutions of Mass Deception: The Arrival of Mass Politics and the Perversion of the Public Sphere
Abstract	It is a widely held belief that the public sphere spread far more smoothly in the countries along the European Atlantic Rim than on the Continent. This article points out that while this may be true with respect to the initial rise of the public sphere, the expansion of the public sphere into mass politics presents a far more nuanced and complicated picture. Comparing Britain and Germany towards the end of the 19 th century shows that despite considerable differences between the two countries, the expansion of the public sphere into mass politics had similarly problematic effects. In both countries, the state deliberately sought to accommodate the introduction of mass politics by catering to the dreams and delusions of imperialism and national grandeur of the masses, emptying politics of genuine content and shying away from difficult domestic political issues. In both cases, this led to a weakening and a perversion of the public sphere that it took decades to recover from.
Author	古川 靖洋 Yasuhiro Furukawa 関西学院大学 総合政策学部 教授(2009年7月1日現在) Professor, School of Policy Studies, Kwasei Gakuin University (as of July 1, 2009)
Title	IT環境の整備とホワイトカラーの情報交換 The Preparation of IT and the Information Exchange of White-Collar Workers
Abstract	In this study, I tried to examine the information exchange among white-collar workers from three points of view : information exchange between sections, the attention to proceed meetings smoothly, smooth decision making. And I found important factors to the information exchange among white-collar workers using the questionnaire and statistic method. Most important factor was the common value about the corporate mission. I compared Japanese and U.S. white-collar workers, and I found that same factors were important to the information exchange among them.
Author	オン・クオック・ライ On-Kwok Lai 関西学院大学 総合政策学部 教授(2009年7月1日現在) Professor, School of Policy Studies, Kwasei Gakuin University (as of July 1, 2009)
Title	Reclaiming and Championing Human Dignity @ Anti-Globalization Protests? Re-Positioning New Advocacies for Economic, Social and Cultural Rights in Global Crisis
Abstract	Thanks to recent global financial crisis, the profit-maximization <i>modus operandi</i> for capitalism is likely structurally collapsed, if not dead. And humanist ideals for social development are being rediscovered, echoing the decade-long global callings from anti-globalization protests: transnational advocacies for human dignity are visibly influential, shaping the 2005 (21st March) United Nations' calling for <i>In Larger Freedom: Towards Development, Security and Human Rights For All</i> . This presentation attempts to draw the contours of human dignity in a globalizing world, with an examination on the UN sponsored human rights regime in general, the advocacies for Economic, Social and Cultural (ESC) Rights in particular, the recent anti-globalization protests organized by non-governmental organizations (NGOs), onto the landscape of the globalization project as championed by international financial institutions (IFIs), IMF, World Bank and WTO alike. The paper starts with the dynamics and contradictions of the globalization project, threatening ESC rights; followed by a discussion of human rights movement within a wider context of global new social movements in Part 2. Part 3 discusses new strategies and critical engagements of NGOs, articulating new values and norms for a new modernity. The paper ends with critical remarks on global calling and local struggles for human rights – a proxy for human dignity in a peculiar modern epoch.

Author	リチャード・テイボア・グリーン Richard Tabor Greene 関西学院大学 総合政策学部 教授 (2009年7月1日現在) Professor, School of Policy Studies, Kwansei Gakuin University (as of July 1, 2009)
Title	Generalized Quality Abstracting a Model of General Globalizations of a Body of Knowledge—Quality—from History of the Total Quality Movement and Applying It to Non-Quality Bodies of Knowledge to Handle Many Forms of Complexity
Abstract	<p>RESEARCH QUESTIONS:</p> <ol style="list-style-type: none"> 1.How did the total quality management movement treat the body of knowledge named “quality” so that it achieved more quality outcomes than prior professional treatment of the same body of knowledge? 2.Can the same abstract operators that TQM applied to quality knowledge be applied to other bodies of knowledge with similar great results? <p><i>We have in recent history a body of knowledge—quality—handled by a very unusual, in history, set of what is called here “globalizations” of that body of knowledge, with the result immense improvements in quality all over the industrial world by dozens of nations and millions of firms. These globalizations may represent a new way of handling bodies of knowledge that replace our older “professional” ways of handling them. This paper uses extremely abstract frameworks to identify all operations on quality knowledge involved in the history of the global total quality movement, categorized by each of many “globalizations”. It then examines in what if scenarios the application of these operations to other bodies of knowledge, to see what improvements in application of them might be practically realized. The paper also serves as a very abstract overall history of total quality thought, gurus, and methods.</i></p> <p>METHOD:</p> <ol style="list-style-type: none"> 1.Search hundreds of books for statements on sources of complexity and categorize them into a model of a few dozen categories; search hundreds of books for statements on how the total quality movement treated the body of knowledge named “quality” and categorize them into a model of 36 “globalizations”. 2.Sources of complexity and traditional ways of handling it are summarized to define very abstractly the overall goal of handling knowledge as done in the total quality movement. 3.The history of treatment of quality knowledge by the total quality movement is surveyed and summarized as 36 “globalizations”. 4.In the process of doing 1,2, and 3 immediately above, a model of 256 systems effects, from over 24 academic fields of research is presented, summarizing hundreds of books on topics touching on system effects and general non-linearities in systems. <p><i>This paper presents a model of sources of complexity and traditional ways of handling it. It then presents one particularly powerful way of handling all forms of complexity in that model, namely, globalizations of a particular body of knowledge found in the total quality movement. It presents a generalization of this way of handling complexity by globalizing bodies of knowledge and examines the possibility of applying this generalized model to bodies of knowledge other than quality knowledge. The purpose of this paper is to establish a correct historical model of how quality was globalized in various ways, abstract away quality-related contents from that model, to get generalized operators, that might be apply-able to other bodies of knowledge, besides quality knowledge, to extend their capability of handling the forms of complexity summarized in the model that starts off this paper. Which source and way of handling complexity each globalization applies to is indicated in a final model at the conclusion of the paper.</i></p> <p><i>Passive sources of complexity that work by shrinking scope of actions and actors in the face of situational complexity and active sources of complexity that work by making situations generate surprising effects, both categorized by mental and social contents, are presented, along with traditional means of handling them, either by scaling up the scope of human actors and actions or by scaling down the amount of situation faced. A 30 year sequence of globalizations of one body of knowledge, quality knowledge, that vastly extended the amount and types of complexity that quality efforts in businesses could handle well is then examined, in order to abstract from it generalized globalization operations that might be applied to other bodies of knowledge, besides quality, in order to enable them to similarly handle well large amounts and varieties of complexity. The result of this paper is this generalized model of a sequence of globalizations that can be applied to many bodies of knowledge to make them capable of handling better the forms of complexity in this paper’s model.</i></p> <p><i>Along the way this paper presents the most comprehensive models yet published of types of non-linear system effects in society, diverse forms of social diversity, and various emergent new forms of computational system.</i></p> <p>RESULT: 36 globalizations that can be applied to any body of knowledge and several dozen sources of complexity with a mapping showing which globalizations reduce which sources of complexity. This model is a hypothesis, derived from categorizing thousands of statements about how quality knowledge was handled in the total quality movement.</p>

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Title	64 Functions (& 4 Dimensions) of Leadership and Management Specifying When and How Much of Particular Management Functions Are Needed So Such Functions Can Be Delivered By Means Other Than a Designated Social Class (An Expensive Fixed Inventory) of Managers <i>TOWARDS JUST-IN-TIME DELIVERY OF MANAGEMENT FUNCTIONS WITHOUT "MANAGERS"</i>
Abstract	<p>RESEARCH QUESTIONS—the Intellectual and Research Foundations of a Just-in-Time Leading/Managing Science:</p> <ol style="list-style-type: none"> 1. What are the bases upon which top people in any field rise to the top of their field? 2. What are the functions that people nominated as great at managing/leading and that people nominated as naming themselves as having been greatly managed/led specify as essential functions to managing/leading? 3. What are alternative ways, to an expensive fixed inventory of people—named managers or leaders—to deliver essential managing/leading functions? 4. How can we measure the amount of managing/leading and appropriateness of the sort of managing/leading being delivered to any group by any system of delivery? How can we accurately compare the capability of different systems for delivering managing/leading functions to any group? 5. What is the correlational, and longitudinal causal linkage between delivery of the essential managing/leading functions found in this research and reported in this paper and quality of outcome and performance for all stakeholders of any organization? Do the functions that this paper's sample of excellent leaders/being-led—persons specify actually cause good outcomes for stakeholders and which stakeholders with what conditionalities/contingencies? <p>An argument can be made, from the standpoint of what just-in-time inventory has found as the cost-benefits of fixed inventories of parts, that a fixed inventory of leaders or managers is not worth what it costs, and, it can be argued that a designated fixed social class of people is not the only or best way to deliver functions of leading or managing to people and organizations today. Alternative ways to deliver leading and managing functions can be imagined and implemented but they depend on a good model of the functions basic to leading and managing.</p> <p>METHOD—ask Suppliers and Customers of Leading/Managing (nominated as excellent at leading/being-led) What the Functions of Leading/Managing are:</p> <ol style="list-style-type: none"> 1. Ask suppliers nominated as great at delivering managing/leading functions what constitutes great managing/leading. 2. Ask customers nominated as having been greatly managed/led at one time or another what constitutes great managing/leading? 3. The same categorization procedures applied first to the answers to 1 and 2 above, and then second to well used books on managing and leading, so that several models of great managing/leading result—one from suppliers and customers, and the others from research published on managing/leading for comparison purposes. <p>Asking academics for such functions, in the past, has produced such greatly distorted function sets as those represented in Harvard Business School, Case Studies (and the great distortions in business practice that produced the global finance meltdown of 2009). Asking leaders and managers produces distortions as great or greater than overly rational academic distortions (these, after all, are the experts who led the meltdown in 2009). Instead of these approaches, an expert systems and quality process modeling approach were embedded in an interview instrument administered to 150 leaders and managers nominated by 315 high performer people in a stratified sample of 63 different areas of society, half American, half global. All mentions of leading/managing functions, levels at which functions get applied, domains (horizontally segmenting organizations) at which they get applied were marked in transcripts, grouped, groups named, similar groups grouped, such super-groups named, and so on, then a principle of ordering was applied to top level items, and by analogy to all other levels and domains till all items at all levels followed roughly the same principle of ordering. Then branch factor at each level and across levels was unified. The result is called a “fractal concept model” and has memorization and application properties superior to usual irregular network models. 64 functions, all of them mentioned by at least 44 of the 150 respondents in the sample, are included in this final fractal concept model of functions of leading/managing. 36 levels (vertical scales) and 15 domains (horizontal traditional areas of organizing) at which the 64 functions are applied to handle any of 256 system effects from the non-linearity of the world (the system effects model, one of 4 dimensions of leading mentioned in this article is developed and presented in another chapter of this book). The 64 functions thusly applied at particular levels and domains to handle particular system effects constitute the 4 dimensions of leading/managing that the research of this paper presents. Future research will explore uses of this model to measure quality of leading/managing, gaps between amount and types of leading being delivered and amount and types needed in particular situations, enterprises, and groups, as a curriculum for training people, and as an agenda of what it is that alternative delivery vehicles for delivering leading/managing functions are to deliver. A general metric of the quality of leading/managing, measuring amounts and types delivered compared to amounts and types needed, as well as quality of delivery of amounts and types being delivered (regardless of whether needed or unneeded) results.</p> <p>RESULTS—a model of 64 functions of managing/leading organized fractally; 3 models from summarized research publishings for comparison. With this tool we can now begin to measure, evaluate, and assess various alternative ways to deliver these functions to any group under any circumstances. Also, if such measurement improves the model and validates it, we can measure how well any system delivers these functions and how well these functions impact outcomes that various stakeholders care about.</p>

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Title	環境影響評価制度をめぐる法的諸問題(3) ～「評価」のあり方について～ Legal Issues Relating to Environmental Impact Assessment System (3) -How Should We “Assess” the Impact?-
Abstract	Following the first article that dealt with the significance, purpose and idea of environmental impact assessment and the second article that argued some legal issues on public participation under the Law of Environmental Impact Assessment, this third article probes how the impact should be assessed mainly focusing on the Basic Guidelines issued by the Department of Environment. This is because the Law is almost silent on substantial criteria under which the impact is assessed. This means that the Guidelines not the Law describes essential subjects although the Guidelines itself has no legally binding effect on private entities. This article intends to propose how to improve the way of assessing the impact. Also it is intended that this article in some way contributes to the Law amendment after its full enforcement of 10 years for the better system.

● Research Notes

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	大隅 要 Kaname Osumi (有)ソーシャルラボ 代表取締役(2009年7月1日現在)
	中橋 文夫 Fumio Nakahashi 環境設計株式会社 取締役(2009年7月1日現在)
Title	関西学院大学地域・まち・環境総合政策研究センター研究報告(5) ～第5回研究発表要旨～ Research Note of Region, Town and Environment Policy Studies Center(5)

Author	上野 真城子 Makiko Ueno 関西学院大学 総合政策学部 教授(2009年7月1日現在) Professor, School of Policy Studies, Kwansai Gakuin University (as of July 1, 2009)
Title	政策を学ぶひとに:ロバート・S・マクナマラの死去に寄せて For the Students of Policy Studies: Remembering a message by the late Robert S. McNamara
Abstract	Robert S. McNamara, the former US Secretary of the State and the former president of the World Bank who died in July 2009, was committed to establishing independent think tanks in Japan for decades. He recommended the Japanese government and the civil society to build independent think tanks which would provide rational policy ideas and debates about national budget priorities based on rigorous research and analysis. Regrettably, we Japanese haven't established the kind of think tanks yet. Facing Japan's many policy challenges internationally and domestically, we, the policy students, need to learn the US think tanks' experience and policy process.

● Policy Topics

Author	宮崎 祐 Yu Miyazaki 大阪YWCA(2009年7月1日現在)
Title	パレスチナの平和のためにできること What we can do for peace with justice in Palestine

Author	李 文雄 Lee Mun Woong ソウル大学 名誉教授(2009年7月1日現在)
Title	社会科学的研究と教育における映像資料の活用: 個人的な経験を中心に The Use of Visual Ethnographic Data in the Research and Education of the Social Science