

## **Abstract**

In this thesis certain elements of the Japanese management model are examined in the context of Euro-Atlantic management model. As a single integral model of Japanese management does not exist, firstly, two groups of selected elements of Japanese management are explained in the theoretical part. The aim of this thesis is to analyze whether selected approaches of Japanese management have been applied at Mitsubishi Electric Automotive Czech s. r. o., and or how they have been modified in the Czech Republic.

The first group of selected elements includes approaches in which active employees allow the organization to achieve high quality products and services – the strategy of kaizen, the activities of quality control circles and total quality management. Japanese management features that are included in the second group lead to the organization cost minimization. Particularly, this paper describes the just-in-time production, total productive maintenance concept, the technique of 5S, the technique of systematic elimination of wasting and the phenomenon of employee loyalty.

Having realized a qualitative survey with seven respondents, the analysis showed that the chosen approaches in the organization have been applied, except for the quality control circles. The kaizen strategy has been narrowed down only to improvement suggestions generated by designated groups of employees. Total quality management is respected in accordance with the ISO standards and Czech legislation. The technique of 5S, total productive maintenance, and elimination of wasting are in place with small deviations from the "traditional" Japanese concepts. Employee loyalty has been kept mainly thanks to the good relations between employees.

Keywords: management, personnel management, Japanese management, quality control circles, kaizen, total quality management, standards, employees loyalty, Mitsubishi Electric Automotive s. r. o.