

## Abstracts

Performance Management and Human Resource Management for R&D Engineers:  
A Case Study of the Division of Development Management in Electronics Firm A  
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The aim of this paper is to describe the linkage between performance management (Shigoto-Kanri) and Human Resource Management (HRM) for R&D (Research and Development) engineers in a division of development management (Kaihatsu-Kanri-Bumon) at an electronics firm in Japan (firm A). This research is based on the analysis framework of Sato (2007). It identifies that performance and human resource management for R&D engineers at a division of development management is performed on the basis of the management by objectives (MBO) derived from the strategic objectives of firm A. This paper reveals that 1) performance and human resource management for R&D engineers at a division of development management is set for the achievement of strategic objectives of firm A, and 2) the individual performance management of a R&D engineer is measured by the achievement degree of PDCA (Plan-Do-Check-Action) at his/her objectives derived from corporate strategic objectives. Also, this analysis confirms that 3) there are strong linkages amongst corporate, divisional and individual objectives, and that the achievement of objectives contributes to corporate performance the same as business units. However, 4) individuals' performance appraisals at the development division are treated the same as the appraisals for back-office divisions, although they contribute to corporate performance through performance management.