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CONTACT DETAILS

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POSITIONS HELD

1995- Professor, Institute of Economic Research, Hitotsubashi University
2003-2003 Visiting Researcher, Department of History, Northwestern University
1990-1990 Visiting Researcher, Sloan School of Management, Massachusetts Institute of
Technology
1985-95 Associate Professor, Institute of Economic Research, Hitotsubashi University
1985-1987 Visiting Researcher, Department of Economics, University of Massachusetts;
concurrently Visiting Researcher, Osnabruck University
1982-85 Lecturer, Institute of Economic Research, Hitotsubashi University

DISTINGUISHED POSITIONS

2016 Guest Researcher, Aarhus Universitetes Forskningsfond (Aarhus University
Research Foundation)
2009-2011 Research Fellow, University of New South Wales
2005-2006 Freeman Visiting Professor, Department of Economics, University of California,
Berkeley (Teaching: Economics 190)

ACADEMIC QUALIFICATIONS

2002 Doctor of Economics, Hitotsubashi University
1982 Completed Doctoral Course Work in Economics, Hitotsubashi University
1979 M.A. (Economics) Hitotsubashi University
1977 B.A. (Economics) Osaka City University

AWARDS

2016 Emerald Literati Network Awards for Excellence, Highly Recommended
Award

BOOKS

Tsuru, T. and Morishima M., eds., *Sekai no Kojo kara Sekai no Kaihatsu Kyoten he — Seihin Kaihatsu to Jinzai Management no Nichi Chu Kan Hikaku (From Global Factories to Global R&D Centers: An International Comparison of Product Development and Human Resource Management in Japan, Korea, and China; in Japanese)*, Tokyo: Toyo Keizai Shinposha, 2012 (in Japanese).

Tsuru, T., Abe, M. and Kubo, K., *Nihon Kigyo no Jinji Kaikaku — Jinji Deta niyoru Seikasyugi no Kensyho (Transforming Incentives: Evaluating Pay for Performance in the Japanese Firm; in Japanese)*, Tokyo: Toyo Keizai Shinposha, 2005 (in Japanese).

Tsuru, T., *Roushi Kankei no Non Yunionka — Mikuroteki Seidoteki Bunseki (The Nonunionization of Labor Relations: Micro and Institutional Analysis)*, Toyo Keizai Shinposha, 2002 (in Japanese).

Tsuru, T. ed., *Seisan Sisutemu no Kakushin to Shinka — Nihonkigyō ni okeru Seruseisan Houshiki no Shintou (The Evolution and Refinement of Production Systems: The Diffusion of Cell Production in Japanese Enterprises)*, Nihon Hyoron sha, 2001 (in Japanese).

Odaka, K. and Tsuru, T., eds., *Dejitaruka Jidai no Soshiki Kakushin — Kigyō Shokuba no Henryō wo Kenshō suru (Organizational Restructuring in the Age of Digital Innovation: Tracing the Evolution of Japanese Workplace and Firm)*, Yuhikaku, 2001 (in Japanese).

Mizoguchi, T., Takayama, N., Kuboniwa, M., and Tsuru, T., eds., *Making Economies More Efficient and More Equitable: Factors Determining Income Distribution*, Kinokuniya and Oxford University Press, 1991.

ARTICLES

Owan, H., Tsuru, T., and Uehara, K., "Incentives and Gaming in a Nonlinear Compensation Scheme," *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 3(3), pp.222-243, 2015

Tsuru, T., "Competitive Advantages and Disadvantages of the Japanese Firm: An Analysis Based on the Book From Global Factory to Global R&D Center : Comparing Product Development and HRM in China, Japan and Korea," *Chiiki Kokyo Seisaku Kenkyu*, 23, 2014 (in Japanese)

Tsuru, T., Tokumaru, N., Nakajima, K., and Fukuzawa, M. "Problem-solving Activities in Product Development: Evidence from Engineer-level Surveys in Japan, Korea, and China,"

The Economic Review (Keizai Kenkyu) 65(4), pp.362-380, 2014 (in Japanese)

Takahashi, S., Owan, H., Tsuru, T., and Uehara, K., "Multitasking Incentives and Biases in Subjective Performance Evaluation," IER Discussion Paper Series, A.614, 2014

Owan, H., Takahashi, S., Tsuru, T., and Uehara, K., "Finding Good Managers: An Econometric Case Study of a Large Japanese Auto Dealership," IER Discussion Paper Series, A.609, 2014

Morita, H., Nakajima, K., and Tsuru, T., "Choice of Product Architecture, Product Quality, and Intra-Firm Coordination: Theory and Evidence, IER Discussion Paper Series, A.581, 2012

Owan, H., Takahashi, S., Tsuru, T., and Uehara, K., "Seller-Buyer Ethnic Matches: The Case of Car Transactions at Two North American Auto Dealerships," *Hitotsubashi Journal of Economics*, 53(2), pp. 217-236, 2012

Tsuru, T., and Nakajima, K., "Product Architecture and Human Resource Management: Comparing Japanese, Chinese, and Korean Firms Based on a Questionnaire Survey," IER Discussion Paper Series, A.563, 2012.

Takahashi, S., Tsuru, T. and Uehara, K., "Theory and Practice of Subjective Performance Evaluations: Evidence from Matched Personnel and Transaction Records and Employee Survey Data in a Large Japanese Auto Sales Company," *The Economic Review*, 62(4), pp. 289-300, October 2011 (in Japanese).

Tsuyoshi, T., "The Union Wage Premium, Voice, and Nonunion Workers' Attitudes: Before and After Japan's Lost Decade," *Advances in the Economic Analysis of Participatory and Labor-Managed Firms*, 11, pp. 161-204, 2010.

Tsuru, T., "Transforming Incentives: Analysis of Personnel and Employee Output Data in a Large Japanese Auto Sales Firm," *Hitotsubashi Journal of Economics*, 40(2), pp. 109-132, December 2008.

Tsuru, T., Owan, H. and Uehara, K., "Incentives and Gaming in a Nonlinear Compensation Scheme and the Influence of Ethnicity: Evidence from Transaction Data in North American Auto Dealerships," *The Economic Review* 60(1), pp. 75-93, January 2009 (in Japanese).

Tsuru, T., "Transforming the Incentive Mechanism in a Japanese Auto Dealership: Empirical Analysis of Personnel and Employee Output Data," *The Economic Review*, 57(4), pp. 314-327, 2006(in Japanese).

Tsuru, T., "Buyout' and Adverse Selection in Employment Adjustment: Evidence from Personnel Data," *The Economic Review*, 56(1), pp. 42-52, 2005 (in Japanese).

Tsuru, T., Abe, M. and Kubo, K., "Pay Structures and the Transformation of Japanese Firms: An Empirical Analysis of Performance and Pay Using Personnel Data," *The Economic Review*, 54(3), pp. 264-285, 2003 (in Japanese).

Isa, K. and Tsuru, T., "Cell Production and Workplace Innovation in Japan: Toward a New Model for Japanese Manufacturing?" *Industrial Relations*, 41(4), pp. 548-578, 2002.

Tsuru, T. and Isa, K., "Organizational Innovation in the Japanese Enterprise: Production Systems, Information Technology, and Personnel Systems from a Perspective of Complementarity," *Dejitaruka Jidai no Soshiki Kakushin — Kigyō Shokuba no Henyō wo Kenshōsuru (Organizational Restructuring in the Age of Digital Innovation: Tracing the Evolution of Japanese Workplace and Firm)* (Odaka, K. and Tsuru, T., eds.), pp. 65-92, 2001 (in Japanese).

Tsuru, T., "Reactions of Employees to Personnel Evaluations and Wage Differentials: Case Study of a Manufacturing Firm," *The Economic Review*, 52(2), pp. 143-156, April 2001 (in Japanese).

Morishima, M. and Tsuru, T., "Nonunion Employee Representation in Japan," in Kaufman, B.E. and Taras, D.G., eds., *Nonunion Employee Representation: History, Contemporary Practice, and Policy*, New York: M.E. Sharpe, pp. 386-409, 2000.

Tsuru, T., Morishima, M. and Okunishi, Y., "Recent Changes in Incentive Mechanisms of Japanese Firms: Evidence from a New Survey of Personnel Managers," *The Economic Review*, 50(3), pp. 259-283, July 1999 (in Japanese).

Tsuru, T. and Morishima, M., "Nonunion Employee Representation in Japan," *Journal of Labor Research*, 20(1), pp. 93 -110, winter 1999.

Tsuru, T., "Labor Relations in Japanese Nonunion Firms: Voice, Involvement, and Wage Determination," *The Economic Review*, 48(2), pp. 155-175, April 1997 (in Japanese).

Tsuru, T., "The Distancing of Workers from Labor Unions in Contemporary Japan," *Japan's Employment System and Labor Market* (Inoki, T. and Higuchi, Y., eds.), pp. 175-195, Tokyo: Nihon Keizai Shinbunsha, 1995 (in Japanese).

Tsuru, T., "Union Participation in the Local Public Sector: Evidence from the Membership Survey of a Japanese Public Sector Union in the Tokyo and Kanagawa Areas," *The Economic*

Review, 46(4), pp. 323-333, October 1995 (in Japanese).

Tsuru, T. and Rebitzer, J. B., "The Limits of Enterprise Unionism: Prospects for Continuing Union Decline in Japan," *British Journal of Industrial Relations*, 33(3), pp. 459-492., September 1995.

Tsuru, T., "The Social Structure of Accumulation Approach and the Regulation Approach: A US-Japan Comparison of the Reserve Army Effect," in Kotz, D.M., et al., eds., *Social Structures of Accumulation: The Political Economy of Growth and Crisis*, Cambridge: Cambridge University Press, pp. 274-291, 1994.

Tsuru, T., "The Determinants of Union Decline in Japan: A Critical Review," *The Economic Review*, 45(1), pp. 53-68, January 1994 (in Japanese).

Tsuru, T., "Wage Spillovers under the Spring Offensive System in Japan," *Mondes en Developpement*, 20(79/80), pp. 21-29, 1992.

Tsuru, T., "Changes in the Interindustry Wage Spillover Effects under Shunto," *The Economic Review*, 43(4), pp. 214-224 July 1992 (in Japanese).

Tsuru, T., "Unit Labor Costs, the Reserve Army Effect, and the Collective Bargaining System: A.U.S.-Japan Comparison," in Mizoguchi, T., et al., eds., *Making Economies More Efficient and More Equitable: Factors Determining Income Distribution*, Tokyo: Kinokuniya and Oxford University Press, pp. 407-435, 1991.

Tsuru, T., "Wage Growth and the Reserve Army Effect in U. S. Labour Markets," *The Japanese Journal of Labour Studies*, 380, pp. 17-27, July 1991 (in Japanese).

Tsuru, T., "The Reserve Army Effect, Unions, and Nominal Wage Growth," *Industrial Relations*, 30(2), pp. 251-270, Spring 1991.

Tsuru, T., "Subperiod to Subperiod Variations in the Reserve Army Effect and the Transformation of the Collective Bargaining System: A U. S.-Japan Comparison," *The Economic Review*, 41(2), pp. 166-181, April 1990 (in Japanese).

EDITORIAL POSITIONS

Advisory Board, *Metroeconomica* (October 1994 – November 2011).

Editor in Chief, *The Economic Review* (April 2008 – May 2010).

GRANTS

“Comparative Analysis of Product Architecture and Human Resource Management in East Asian Firms,” Japan Society for the Promotion of Science: Scientific Research (B) (¥18,200,000), 2010 – 2012.

“Qualitative and Quantitative Analysis of Performance-oriented Human Resource Management Systems: A U.S.-Japan Comparison Using Personnel Data,” Japan Society for the Promotion of Science: Scientific Research (C) (¥4,000,000), 2006– 2008.

“Analysis of Compensation Structures and the Transformation of the Japanese Firm Using the Matched Personnel and Employee Survey Data,” Japan Society for the Promotion of Science: Scientific Research (C) (¥3,400,000), 2003 – 2005.

“Case Study and Quantitative Analysis of the Impacts of the Revision of HR Practices on the Employment Systems of the Japanese Firm,” Japan Society for the Promotion of Science: Scientific Research (C) (¥3,400,000), 2000 – 2002.

“Institutional and Quantitative Analysis of Labor Relations in Japanese Nonunion Firms,” Japan Society for the Promotion of Science: Scientific Research (C) (¥1,800,000), 1994 – 1996.

“Quantitative and Institutional Analyzes of the Structure and Transformation of the Shunto System,” Japan Society for the Promotion of Science: Scientific Research (C), (¥1,300,000), 1992 – 1994.

“Studies on the Relationship between the Domestic and International Aspects of Changing Modes of Regulation under the Declining Key Country,” Japan Society for the Promotion of Science: Scientific Research (C) with Yoshihiro Takasuka, (¥4,300,000), 1990 – 1991.