Detailed division of labour in factory systems resulted in alienation of workers from the produce of their labour. They became specialists confined to their narrow groove. The "science of work" popularised by Fredrick Taylor created a divorce between conception and execution. The role of external agent in coordinating work of social labour created many layers and hierarchical structures. The household like work environments, characteristic of social division of labour disappeared, with the discontinuation of 'putting out system' and emergence of large factories. Behaviouralists came to the fore to create harmonious work cultures but the conflicts and cleavages continued. The new science of productivity viz. Western management theory had turned into a jungle and the managers were hard put to find their way out. It is in this scenario that the 'Japanese Miracle' was slowly unfolding in the distant East. The Japanese challenged the so called 'scientific beliefs' and psychology of individual differences underlying the Western management theory.

The decentralised authority structures, conscious negation of specialisation in work and subcontracting of work are the tenets on which the success of Japanese Incorporated rests. The 'miracle' has also questioned the desirability of the government or state.
limiting itself to the role of a neutral observer in free market societies. In fact, the Japanese have proved that all that is old need not be discarded, historical continuity creates thread of maintaining a durable social fabric. The creation of a non-alienating work ethic need not wait for socialist revolution. It is in this context that the ancient societies World over and especially in the orient could not resist the lure of the Japanese promise.

The present study is an attempt to find out the relevance of Japanese style of business management in Indian context. It is a pioneering study that seeks to acquire a first hand knowledge of the existing applications of Japanese management in Indian companies.

The study has been divided into eleven chapters. A discussion of Japanese economy in its historical perspective has been taken up in the introductory chapter. An attempt has been made to understand the economic forces that have paved the way for 'Japanese Miracle'. Review of the existing literature on Japanese Management and its cross cultural adaptations is the subject matter of the following chapter. The research design of the study has been outlined in the third chapter. The fourth, fifth, sixth, seventh and eighth chapters
report case studies on the sample companies under study. In the nineth chapter a discussion on the practice of Japanese Management in the sample companies has been taken up on the basis of inferences drawn from various case studies. The comparative study of the relationship between Government and Business in India and Japan follows in the next chapter. A discussion on the suitability of Japanese Management in the Indian socio-cultural context, with reference to the experiences of the sample companies is the subject matter of the concluding chapter.

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SHIMLA

( CHAMAN CHANDAN )