"Globalisation" is undeniably the foremost challenge that companies have to confront these days. To India, globalisation means linking its economy to the rest of the world. One of its impacts has been an increase in foreign direct investment into India. People have been touched by foreign direct investment not only through the choice of product, and better technology but also through the work environment brought into the country. Increasingly, as multinationals set up operations or form alliances through joint ventures in India, they are consciously trying to bring in their method of working which has given them success in ventures located elsewhere. A sizeable number of workforce find themselves working in an environment quite different from that which existed a few years ago. This cross-cultural work environment necessitates that both the employee and the employer understand each other in all respects in order that a harmonious and productive work environment be created.

For India to achieve international excellence in the industrial sector, companies need to focus upon improving product quality, development of new products and efficient production facilities. These attributes have long been seen as inherent features of the Japanese management system. This system has fascinated the world at large and has been tried out in various countries, mostly through the vehicle of collaborations with Japanese companies.

Though the Indian corporate sector has evinced an interest in learning and assimilating Japanese operational management techniques, it has faced problems in transferring these operational management techniques because of a lack of understanding of the system. Further the transfers are often on a piece-meal basis. Only a few companies have been successful in transferring these techniques. A closer look reveals that the success of these operational management techniques is largely dependent on effectively harnessing the available human resource. Thus, the complete participation of the employees is a prerequisite for the success of the enterprise. Demings International Quality Award winning Sundaram Clayton group
embraces this principle. Given the significance of integrating skill and knowledge of human resource into the production process, it was felt that a study that looked into transferring of human resource management practices could perhaps help understand the issue of transferability of the Japanese management better.

Chapter one introduces to the subject and outlines the scope and objectives of the study. Literature on Japanese management and various perspectives on the question of transferability that have emerged from studies conducted across nations was reviewed and a research model was developed based on this literature.

Japanese operational management techniques- just-in time, kaizen and total quality are sought after by the industrial sector because they lower costs and enhance quality. To ensure success of these techniques the employees have to be educated to function in a certain fashion. The second chapter therefore discusses the three management techniques- Just-in time, Kaizen and Total quality management and identifies the elements that are required of an employee to effectively operate these techniques.

Having identified elements required in an employee, chapter three deals at length with the human resource management practices pertaining to regular employees in Japanese multinationals and adjustments made to some of the practices because of vagaries in economic environment.

Chapter four and five look into the question of transferability of Japanese human resource management practices through case studies of Honda and Sanyo and its joint ventures in Thailand and India. A questionnaire based on the parameters identified in the previous chapter was administered to the Human Resource Department/ General Affairs Department in one of the plants of the parent companies and their joint ventures in Thailand and India.

In the concluding chapter, two issues are addressed. Firstly, does the parent company in Japan follow the established Japanese human resource practices and
secondly, how far have the practices in the parent company been transferred to Thailand and India. These have been considered by applying the findings to the research model.

It is important to note that the human resource management practices are conditioned and, in fact, sustained by other external dynamics of Japanese society such as contractual workers, the nexus between banks and the multinationals, and the interlocking between the government, the bureaucracy, the political system and the private sector. However these have not been brought within the purview of this thesis.

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