Acknowledgement

This research has been done under the supervision of Professor P.A. Narasimha Murthy. His sound advice, guidance and comments helped me bring this work to conclusion. I would like to express my heartfelt gratitude to him. Professor Tetsuo Abo (University of Tokyo), my supervisor in Japan, helped me make contact with the companies and guided me to have an insight to the Japanese Corporations. I will remain forever obliged to him. I will always remember Dr. H.S. Prabhakar for support and encouragement which helped me to remain focussed in this endeavour. The study necessitated visits to plants of Honda and Sanyo in Japan and their joint ventures in Thailand and India. I am obliged to Mr. Harada of Honda Motors, Japan and Mr. Takashita of Sanyo Japan for helping me with the plant visits. It is impractical to thank everyone in these companies individually, rather than singling out a few, I hope to collectively thank all of them.

My friends have always extended prompt support, whenever I sought for them. Andy had helped me formulate and focus my thesis and contributed with useful suggestions. I will always recollect Apala and Manab’s sympathetic understanding during various points of time. Subashish, Tridib Raman and his colleagues will be remembered for helping out with manual work. I would also like to extend my gratitude to Minakuchi family and Watanabe family for making my stay in Japan a pleasant one. Of course, my primary debt is to my oarents and Amajeet for having put up with my moods and demands.

The Japan Foundation fellowship supported my fourteen month stay in Japan and contributed significantly towards collection of data. I take this opportunity to thank them. The librarians and staff of various libraries met my demand for material. I am particularly grateful to Jawaharlal Nehru University New Delhi, Japan Information and Cultural Centre Delhi, Faculty of Management Study Delhi, University of Tokyo, Japan, Japan Foundation, Japan, Hitotsubashi University, Japan and Institute of Developing Economies, Japan for letting me use the library.