Preface

The management of technological change is one of the most important and challenging aspects of contemporary business. Technological innovations and effective management of technological change have been throughout the crucial factors deciding competitiveness of firms. Firms' survival and growth in fact are decided by their success in coping with 'change', technological change in particular.

Nevertheless, in automotive industry, the control over technology continues to remains skewed in favour of the developed country firms and the manufacturing firms in developing country are often left with no alternative other than to depend exclusively on the DC-based firms for coping with technological change. In the given context few pertinent questions come up:

- Can a firm based in a developing country, given its limited turnover and financial capability, come out of this vicious cycle of its dominance and continued subordination by developed country firms?
- To put it differently, can a firm in a developing country, which gains a foothold in the market by initially posing as a collaborator, build up in due course adequate strength so as to be able to effectively and independently cope with industry-level technological changes? To make such
transformation possible, what technology-strategy should a developing country-based firm ideally follow? And,

- Whether a firm's strategic focus on technological self-reliance, particularly in the context of a developing country, would have any impact on its bottom line or corporate growth?

The above research questions were taken as the starting point of the present enquiry.

While the complexity of the issues involved made it mandatory for us to adopt the case study method of research, the fascinating record of Tata Motors in several fronts naturally drew our attention. The company, which started and operated for more than half a century as a firm in a developing country setting, commanded a respectable height not only in terms of its record of growth and present global market-ranking but also in terms of the benchmark that it has been creating for others in India by its successful launching of series of indigenously designed and developed vehicles and passenger cars.

First and foremost I want to thank my supervisor Prof. Apurbananda Mazumdar, Professor in the Department of Business Administration, Assam University, for his warm encouragement and thoughtful guidance. I respectfully appreciate all his contribution of time, ideas and support to make my PhD experience productive and stimulating.

My special thanks are due to Mr. Safikul Shah, Manager Production, Tata Motors (India) Mumbai, Mr A.D. Banarjee, Assistant General Manager (Marketing), Mumbai, Tata Motors (India), Mr. Praveen
Khambkar,, Assistant General Manager (Production), Tata Motors (India), Mumbai, Mr. Rohit Srivastava, Assistant General Manager (Finance), Tata Motors (India), Mumbai, Mr. Souvik Paul, Assistant General Manager, KPMG, Mumbai Mr. Suprodeep Palit, Senior Manager (Projects) VSNL, Kolkata, Mr. Bisham Rai, SIAM, Delhi, Mr. Bhaskar Bhattacharjee, Manager CIKPA, Delhi, Mr. Kishor Chakraborty, Assistant Manager IDBI Bank, Mumbai, Mr. Ajoy Das, Assistant Manager IDBI Bank, Silchar, Mr. Debojyoti Paul, Assistant Manager IDBI Bank, Mumbai, Mr. Aninda Shyam Choudhury, Assistant Professor, Department of English, Assam University, Mr. Chayan Paul & Mr. Hemanta Saikia Research Scholars, Department of Business Administration, Assam University, who helped me a lot in data collection and their encouragement in the successful completion of my research work.

For the Purpose of the research I have visited the libraries of IIT Delhi, of Jahar Lal Nehru University, of IIM Kolkata, of the Institute of Social Welfare & Business Management Kolkata, of Ministry of Heavy Industry, of Society of Indian Automobile Manufacturers Association, and also the Assam University Library. I thank the Librarians and Staffs of those Libraries for their necessary support.

My Special thanks are also to Prof. R.K. Raul, Head, Department of Business Administration, Dr. Amrit Lal Ghosh, Associate Professor, Department of Business Administration, Dr. H.R. Singh, Associate Professor, Department of Business Administration, Dr. Arup Barman, Reader, Department of Business Administration, Assam University. Specially, I want to thank, Dr. D. Bhattacharjee, Reader, Department of
Business Administration, Assam University, for extending the necessary help and guidance in the processing of statistical data. Also I want to thank Sri Debangshu Chakraborty for neatly typing the thesis.

I want to thank my wife Debapriya, for rendering all the needed practical and moral support but for which this thesis would not have seen the light of the day.

Dated, Silchar
The 5th April, 2010

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