

point out their similarities and differences with TPM. He argues that while Terotechnology is a concept and TQM is a philosophy, TPM is a practice, which derives its essence from both Terotechnology and TQM.

The six big losses and their elimination strategies have been discussed in detail. The author also discusses the elements of autonomous maintenance such as cleaning, lubrication and minor adjustments, and emphasizes the need for training and development of "knowledgeable" operators. The need for employee participation in the form of small group activity and the top management support in TPM promotion in the organisation have been stressed. Different indices to measure maintenance effectiveness under conventional maintenance and TPM are discussed. The author concludes by discussing real-life case studies of implementing TPM in two Indian tyre manufacturing companies.

Though sometimes it seems that the book is filled with numerous quotes, references and repetitive statements, it can, nevertheless, be used as a handbook of TPM for practitioners and in management development programmes. The list of references at the end of each chapter is very useful, and it will come in handy for postgraduate students of engineering and management, who take Terotechnology or Reliability and Maintenance Management as an optional course.

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Localising Global Production : Know-how Transfer in International Manufacturing by Klaus North, International Labour Office Geneva ; published in India by Oxford & IBH Publishing Co. Pvt. Ltd. : Rs. 350/-

The last few decades have seen a progressive lowering of barriers to international flow of goods and services. This has resulted in the distribution of manufacturing activities on a global basis. To survive in this changed scenario firms require to coordinate manufacturing activities globally and act locally. This is aptly captured in the slogan of Asea Brown Boveri (ABB) : "Being local worldwide". This book will help the practitioner to obtain an overall idea of the challenges involved in realising this dream.

This ILO publication presents an up to date account of the various viewpoints involved and outlines the available research in this field. It desists from making any judgement itself but examines the implications of adopting new manufacturing practices or new models of work organisation. The book presents the findings of 14 specially commissioned case studies focussing on manufacturing practices in different countries. Of special interest to Indian researchers is the case study commissioned to investigate the application of Japanese manufacturing practices in DCM Toyota Ltd. The DCM Toyota managers decided to "replicate TMC outside Japan". The case study outlines how a complete car manufacturing facility, incorporating core elements of Toyota Motor Corporation's (TMC) production system like Quality Circles and Kaizen techniques, was built up from scratch in 16 months. The roadmap for the transfer of knowledge and practices makes interesting reading.

The book is structured into six chapters. Chapter 1 looks at the issues behind reshaping of manufacturing corporations like competitive imperatives, relocation strategies, strategic roles of factories, subcontracting and local content regulation. Chapter 2 delves into the controversial area of "best" practices and puts forward a framework for analysis. Chapter 3 focusses on the transfer mechanisms and stages in international transfer of manufacturing practices while Chapter 4 deals with the specific configuration of the transfer process in MNCs, enterprise networks and "stand alone" enterprises. Chapter 5 reports the findings of the different case studies looking at how concepts like the 5S Model or TQM have been applied in countries like India, Indonesia, Philippines, Singapore, Ghana, Poland, Brazil, Thailand and Turkey. Chapter 6 gives a summary of the main findings.

The book gives an excellent overall perspective of the ways and means of making global production work locally. It will be useful for the practitioner in grasping the implications of the different choice involved.

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