

# **Comparative study of Japanese IT industry & Indian IT industry**

**By**

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## **List of Abbreviations**

|        |                                 |
|--------|---------------------------------|
| BtoB   | Business to Business            |
| BtoC   | Business to Clients             |
| HCL    | Hindustan computer limited      |
| HR     | Human Resources                 |
| IJIGEN | Ijigen Incorporation Limited    |
| IT     | Information Technology          |
| IIT    | Indian Information technology   |
| IOM    | Innovation Operation Management |
| JIT    | Just In Time                    |
| MBA    | Masters in Business Management  |
| QCA    | Qualitative comparison Analysis |
| R&D    | Research and Development        |
| TCS    | Tata consultancy services       |
| TQM    | Total Quality Management        |
| POO    | Project Oriented Organization   |

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## **Certificate**

I, **Akhilesh Rana**, (Student ID **52115615**) hereby declare that the content of this Internship-based case Study are original and true, and have not been submitted at any university or educational institution for the award of degree or diploma.

All the information derived from other published or unpublished sources has been cited and acknowledged appropriately.

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RANA Akhilesh  
30/November/2017



## **Acknowledgement**

I've been waiting for this day to give the final touch to my report. I have learned a lot of new things and ways to observe things happening around me during report writing. Report writing has had a big impact on me. And, I would like to thank all the people who supported and appreciated me to write this report.

First of all, I would like to thank Professor Yokoyama Kenji for giving me support during report writing and always listening to my views. Secondly, I would like to thank IJIGEN INC. for giving me a chance to do an internship. I would also like to thank Mr. YUTA MOORI, my internship supervisor at IJIGEN, for his guidance during the internship. His working style and behaviour have left a deep impact on me. He was a true Professional during the work and a friend and a mentor outside the company. I would also like to thank Ritsumeikan Asia Pacific University (APU) for giving me and helping me to find internship opportunities and to write a report. Finally, I would like to thank my family member and friends for their support and love during my internship and report writing months.

Rana Akhilesh

## **Motivation for Internship**

Information technology (IT) and software development is a progressive field in the world including India. The researcher as an MBA student in a Japanese university, felt it was a good opportunity to have a firsthand experience of IT in Japan including Japanese time management, software development procedures and others. Furthermore, the researcher intended to implement Japanese management back in his country where he could make a contribution for the better result of his firm. Hence, internship was scheduled after the completion of 80% credits requirement. The internship was useful to learn the operations of web application development inside IT companies of Japan. It was also a good opportunity for the researcher to make an impact on other employees of companies so that he could use the internship opportunity to make way for future career plans.

## Executive Summary

India is one of the biggest IT capitals of the modern world and all the major players in the world of IT sector are present in the country. IT industry of India is regarded as the Hub of innovations, providing world class quality software development across the globe. It has changed India agriculture economy to knowledge given economy, generating 10million employments. This report nourishes the reflection of work management of Indian IT Company and Japanese IT Company based on the work experience of the intern in his previous years in an Indian IT company and internship at IJIGEN Inc, a Japanese IT industry. A case study of IJIGEN helped to make an observation of IT project management in JAPAN. Management in software development is an emerging field in the developing countries, especially in India. The internship was scheduled and undergone in IJIGEN Inc., where the researcher could observe and learn about management in Japanese IT Company while learning a new programming language and understand the flow of IT business in Japan with other countries. The main aim of the internship was to have the first-hand experience to understand the significant differences in the project management style of IT industry of Japan and IT industry of India. Comparative analysis and comparison analysis was followed to write the comparison between management styles of IT sectors in two different countries. Same set of survey questionnaires were asked to employees working in Indian and Japanese IT companies and analytical survey analysis was used to write the report. Various articles, books based on HR development, research papers and theses are studied to write the literature review for the report. Researcher learned Japanese Business etiquettes<sup>1</sup>. Researcher implemented Ruby and Ruby on Rails for the website development of Vietnamese manufacturing company. The project details cannot be discussed further due to the privacy policy of the company.

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<sup>1</sup> I mentioned Japanese Business etiquettes here because I am looking for career options in Japan and to work in Japan, Japanese Business etiquettes play important role.

It was found that differences in Japanese IT industries and Indian IT industries are in the management of the project development, company policies on decision making process, working culture and others, based on the experience of the internship at IJIGEN and previous working experience. Japanese IT industries had high regards for an employee with life time employment and incentives and facilities which are less in Indian companies. As a result, low management tension is visible in Japanese IT companies where as Indian IT companies had high conflict stress among employees. “Top to Bottom” communication was observed in both Japanese IT companies and Indian IT companies for decision making. Quality Inspectors<sup>2</sup> were part of Indian IT industries while Workers themselves were quality inspectors in Japanese IT industries. The analysis of survey questionnaire showed that significant differences were visible in the response of survey participants especially in changing company, training attendance after joining company, time required to meet targets and satisfaction in decision making, salary and appraisals, and work pressure exerted by Team Leader.

Given the research question, the researcher assumed that Indian IT companies have better management skills as compared to the Japanese IT companies; this was shown to be a false assumption.

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<sup>2</sup> Quality inspector: After development of software, testing of software took place to check out the quality of software. Quality inspector’s duties are to find out the bugs and errors in software and ask development team to recover those errors.

## Chapter 1 Introduction

This chapter introduces the background of the internship, research question, internship objectives and hypothesis.

### 1.1. Background

The management of big projects in IT industry needs knowledge of computers, programming languages as well as management skills, by which the efficiency of the project can be accelerated. This was a good platform to learn work ethics from an IT company in Japan. Researcher had his academic expertise and professional experience in the IT sector. The researcher came in contact with Japanese vendor during his working years in an Indian IT company based in Singapore. Working style of the vendor gave him motivation and hence decided to come to Japan to make his future career brighter. Researcher wanted to do an internship in IT Companies of Japan so that he could observe companies activities first hand. Hence, the internship was scheduled and undergone in IJIGEN, where the researcher could learn about working culture of Japanese IT Company and understand the flow of IT business in Japan with other countries. IJIGEN had many tie-ups with other companies, which helped researcher to improve his learning and also helped him to interact with other companies and people so that he could share his ideas and understand the work style more closely, also helped him to learn the operations<sup>3</sup> and web application development inside IT companies of Japan. It was a good opportunity for him to make an impact on other employees of companies so that he could make future planning.

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<sup>3</sup> Operations: means how IT Company fetch project from clients, strategic decisions taken by managers to bid the project and other things necessary for software development. For example installation of Hardware etc.

The researcher before internship worked in an Indian IT industry where he was involved in multiple projects at a time and he heard how his colleagues in Japan were involved in a single project at a time. Hence, the researcher assumed that Indian IT companies could have better management skills as compared to the Japanese IT companies for the Indian company employee could handle multiple projects at a single time. But the internship changed the perspective of the researcher. The researcher found out that Japanese Companies have better project management as compared to the Indian IT companies. Japanese companies are good in innovations.<sup>4</sup>

## 1.2. Research Question

The main research objective was to find out the significant differences of Japanese IT industry and Indian IT industry on the basis of project management of companies in both countries. The internship was a good platform to observe the practical implementation of the managerial decision taken by the project manager during the software development. The researcher aims to explain the key differences in IT Company of Japan and India through his observations and experiences from India and during internship from Japan. The researcher assumed that Indian IT companies have better management skills as compared to the Japanese IT companies; this was shown to be a false assumption.

## 1.3. Internship Objectives

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<sup>4</sup> IJIGEN Inc. is very small company so data and observations are not enough to prove that IJIGEN Inc. is innovative company, but other big IT companies are innovative as they are working on Artificial Intelligence which used in Robots and self-consider as innovative thing

General objective is to study and understand the working culture of Japanese IT industry. Specific objective is to undergo internship at a Japanese IT Industry (IJIGEN Inc) and to understand the concept of software development using latest technologies and tools used for software development. Based on previous experience of the intern of working in IT Industry of India, identify areas of improvement for Indian IT industry.

Before starting the internship intern was predicting that Indian IT companies have better management skills as compared to the Japanese IT companies. The intern was thinking that Indian IT sector has better in management as compared to the Japanese IT sector. But after doing internship he came to know that he was not true. Japanese Companies have better project management as compared to the Indian IT companies. Japanese companies are good in innovations.<sup>5</sup>

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<sup>5</sup>IJIGEN Inc. is very small company so data and observations are not enough to prove that IJIGEN Inc. is innovative company, but other big IT companies are innovative as they are working on Artificial Intelligence which used in Robots and self-consider as innovative thing

## Chapter 2 Literature Review

This chapter introduces literature review and the methodology used to undergo findings and comparing the internship experience with the past experience of the researcher. As internship is all about the observations during the particular time period intern spend in the company. Following theories are helpful to understand the IT industry of India and Japan, management concepts followed by Japanese companies, and to understand the working culture of Indian companies and Japanese companies.

### 2.1 Etic & Emic Approach by KOEN

International comparative management, which is direct, relates the differences in management of industries between two or more than two countries. In my this internship report I am using international management theory 'Etics approach' & 'Emics approach' by Niels Noorderhaven, Carla Koen, Arndt Sorge. (koen, 2015). To compare two working cultures Etic approach is used for the comparison of similarities in the behaviour of the cross culture. In emic approach, people's observations are the main factors. For example what kind of thinking they have for the other people or things. Research question can be explored more by using the etic & emic approach. Japanese IT industry and Indian IT industry have differences in working culture<sup>6</sup> and style.

### 2.2 Hofstede: Individualism & Collectivism

It can be considered that Individualism and collectivism are the two opposite aspects of cultural dimensional scale. Individualism and collectivism definition according to Geert

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<sup>6</sup> Japanese Companies follows work ethics like TMQ, KAIZEN etc.



Hofstede is “*Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty*” (Hofstede, 2010)

### 2.3 A Study of Indian & Multinational Companies<sup>7</sup>

Suhbash C. Kundu and Divya Malahan (Malhan, 2009) in this article on “HRM practices in Insurance Companies: A study of Indian & Multinational Companies” agreed that by using Human Resource, the competitive advantage of the company can be accelerated and human resource management practices are directly influenced the company performance. The paper shows that Indian companies and international companies have to significantly improve their practices regarding appraisals of employees, training of employees, financial benefits of employees, HR planning, and recruitment. The service sector is an HR intensive business. Paper also clearly describes that service organisations should focus or should work more on human resource management practices to get a competitive advantage. A good structure of human resource management practices not only give the fruitful result to the organisation but also provide benefits to the employees. Human resource policies of the company are helpful for the employee career, give good opportunities for growth in better compensation, salary appraisals, incentives and much more which leads to job satisfactions to employees.

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<sup>7</sup> Helpful to understand the companies of India

## 2.4 Tripathy's 3Cs<sup>8</sup>

Tripathy in his article said that competitive advantages of any company or organisation can be improved by using good (HR) human resource policies. This is only possible if organisation follows the human resource development practices (Tripathy, November, 2008). Furthermore, he also includes 3C's Commitment, Competence, and Culture in (HRD) human resource development practices. From his article, it is clear that financial and many other factors responsible for performance can be affected by the good human resource development (HRD) practices.

## 2.5 Project Management by Harold Kerzner

Project Management of software development becoming popular in developing countries, especially in South Asia countries. Project management can be defined as broad range of management of activities to develop, to design and to deploy the software (Kerzner, 2009). It is project manager's responsibility to divide the big projects into small projects and to allocate engineer for the development. Project management is consists of 5 phases. When any company fetch the project, it is project manager's responsibility to analysis the whole project and to make planning of development. After development, quality inspector test the credibility of development and eventually deployment of project took place. Project analysis, project scheduling, planning, development of project, testing of software and project deployment are the main phases of project management.

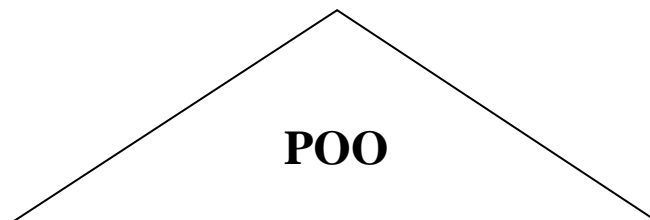
## 2.6 Project Oriented Organisation (POO) by Huemann

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<sup>8</sup> Helpful to understand the companies of India

Poo model: An organisation follows the organisational strategies for ‘management of projects’, follows the unique management (new management approach) or different management concepts on the basis of project’s requirements. Completely follow the project oriented approach (Huemann, 2000).

**Strategy:** Management by projects



**Structure:** Temporary & permanent Organisations

**Culture:** PM & new management Paradigms

Diagram 1: Pyramid structure of Project oriented organisational management approach.

Strategy, structure, and culture are the main three parts of POO. Strategy is made by top level of management and then structure is made by middle level of management. New management paradigm new strategies for development took place like networking between clients and customers, meetings, discussions for improvements etc.

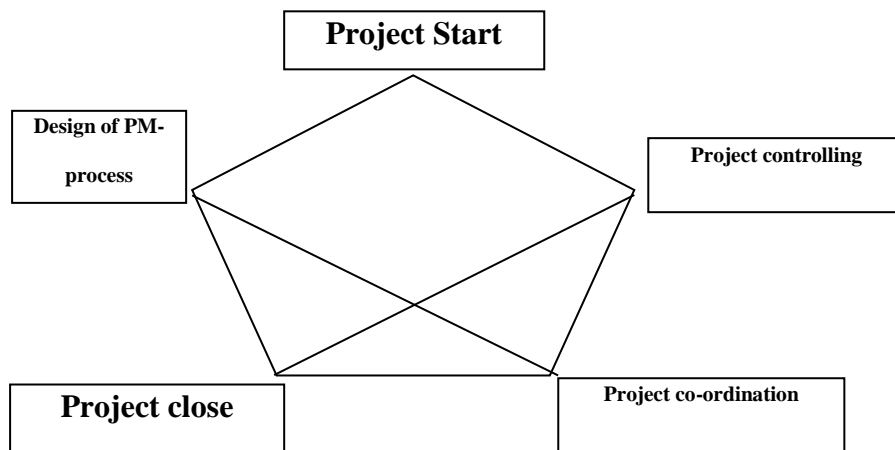


Diagram 2: shows the phases of project management and connections

## **Chapter 3 Research Methodology**

In this chapter, researcher tried to explain about the methodology used to write the report; research design, data collection, sample, target industry and about the internship. Collection of data can be categorised into two categories; primary data collection and secondary data collection. In this report, both primary and secondary data were collected. Primary data collected by the researcher by first time by himself is known as primary data. There is a number of ways to collect the primary data like questionnaires, personal interviews etc. (Source). Secondary data collection are done through articles, data available on internet, books, journals, newspapers and much more are known as secondary data. (Source).

This internship report is based on the comparison of “case study if IJIGEN Inc.” and researcher’s previous experience in India.

### **3.1 Research Design**

This internship report is based on the comparison of “case study if IJIGEN Inc.” and intern’s previous experience in India. A comparative study is followed to write this paper. So by considering all the facts comparison and analytical survey method matched best for the report.

As intern has academic & professional credentials from IT background and also did internship from IT Company in Japan. In this report, the target is finite that is IT industry, so the target industry is IT industry of India and Japan.

Collection of data can be categorised into two categories; primary data collection and secondary data collection. In this report, I collect data both primary and secondary. Primary data collected by the researcher by first time by himself is known as primary data. There is a number of ways to collect the primary data like questioners, personal interviews etc. Secondary

data collection done through articles, data available on internet, books, journals, newspapers and much more are known as secondary data. In this report, the researcher is, directly and indirectly, depend upon the secondary data. The references are mentioned in the bibliography which is used to write the report.

Internship report is all about the observations and views, so I tried to collect more and more observations and views of other international employees working in Japan. Intern experienced company in India is INDUS TOWERS PVT LTD and internship Company in Japan is IJIGEN Inc... More than 15 employees interviewed from both sides India and Japan.

### 3.1.1 Internship Introduction

Internship as a supervised career partnership between academic institutions and professional organizations, and an opportunity to undertake continuous learning by applying knowledge and skills in the desired field (Sides & Mrvica, 2017) was undergone to understand the working of Japanese IT industry and Comparative Analysis method was applied to compare the working of IT sector organisations of Japan and India. The researcher underwent paid internship at the company to understand the functioning of the IT industry with some economic benefits. A secondary reason while the company used the time, knowledge and experience of the researcher to involve him in one of the projects, hence, benefiting both parties. The objectives and goal of the project were defined at first and then, the internship was scheduled. Direction mentioned in *Research method for Business students* used to write the report. (Sounder, 2009)

Comparative analysis is a powerful tool which improves and sharpens analysis of two or more than two variables on the basis of data available (Ragin, 2014). (Haq, 2015) Researcher

have more than 5 years of IT industry experience from India and 1.5 years of experience from Singapore<sup>9</sup>, hence was in a position to make a comparison. The researcher learnt new programming language at IJIGEN, which was used extensively by the company but seldom used by the researcher during his years at the Indian IT industries.

The knowledge and experience gained from the internship in IJIGEN Inc was compared with the knowledge and experience gained from the full time employment in Indus Tower Private Limited. A survey questionnaire in English was also prepared to find out the difference in management style from the view of employees working in each industry. The survey questionnaire was left to fill and the responses were collected. Survey results were recorded in Microsoft Excel and data analysis was done. Appropriate graphs were prepared using Excel to demonstrate the best findings.

A comparative study is followed to write this paper. So by considering all the facts comparison and analytical survey method matched best for the report.

### 3.2 Internship Terms and Conditions

Researcher applied for an internship at IJIGEN Inc. in the month of July 2016 and after three interviews got selected as a researcher. This step was taken as the previous experience was related to the internship. It was a good opportunity to learn the Japanese management style and something which is the core value of Japanese work ethics like time management.

Company policies for internship IJIGEN forbid the interns to share the information regarding 'live projects'. Hence, no internal project name and project contents have been

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<sup>9</sup> Intern was sent by ITP (INDUS TOWER PRIVATE LIMITED) to its vendor company in Singapore for web application development.

revealed here. Information regarding Japanese IT development process, Japanese IT business flow, and Japanese business manners are being reported. Researcher followed the company rules and regulations and policies during the internship periods. The length of the internship was more than two months and completed at least 180 working hours as an intern.

During the internship, the researcher also learned latest programming language required for website development like Ruby and Ruby on Rails, Cloud9 IDE, Rspec and GIT hub using the Cloud computing concepts. The main developing environment for application is cloud platform. In cloud development, the programmer writes code and can share with other programmers using GIT hub. The main advantage of using the cloud is that particular code can be deployed at any time on any machine.

### 3.2.1 Duties and Responsibilities during Internship

Although interns do not have huge responsibilities unlike regular employees, however, they are expected to commit their time and work for the company in exchange for the knowledge and experiences of practical work and or related experiences. In exchange for the time and hard work, the researcher was fortunate to be guided by seniors in IJIGEN while learning the Japanese work ethics. The researcher was positioned for a project of web development which IJIGEN was doing for a manufacturing company in Vietnam. The researcher worked as a Software developer in the IT department and designed software required for internal data flow within the ITP. The researcher also followed instructions of Managers to develop applications which were not part of ITP. The Researcher had expertise in programming language, databases, and software designing. The researcher wanted to implement his computer skills and management knowledge attained during MBA so that he could learn Japanese Management

### 3.3 Introduction of ITP (INDUS TOWER PRIVATE LIMITED)

ITP (INDUS TOWER PRIVATE LIMITED) is a Telecommunication Company that supplies towers to Telecom giants like AIRTEL, VODAFONE, JIO and many others. ITP, like many other MNCs, has many departments including sales, acquisition, marketing, deployment, accounts, HR, IT and others. ITP also provides its services in website development, website designing, SEO (Search engine optimization), internet marketing and mobile application development. ITP purchased applications to design and develop the new application according to the requirements of clients. ITP was consistently growing in the field of software development. ITP has 2 billion USD revenue last year. There are more than 1800 employees are working. Bimal Dayal is the CEO of the company

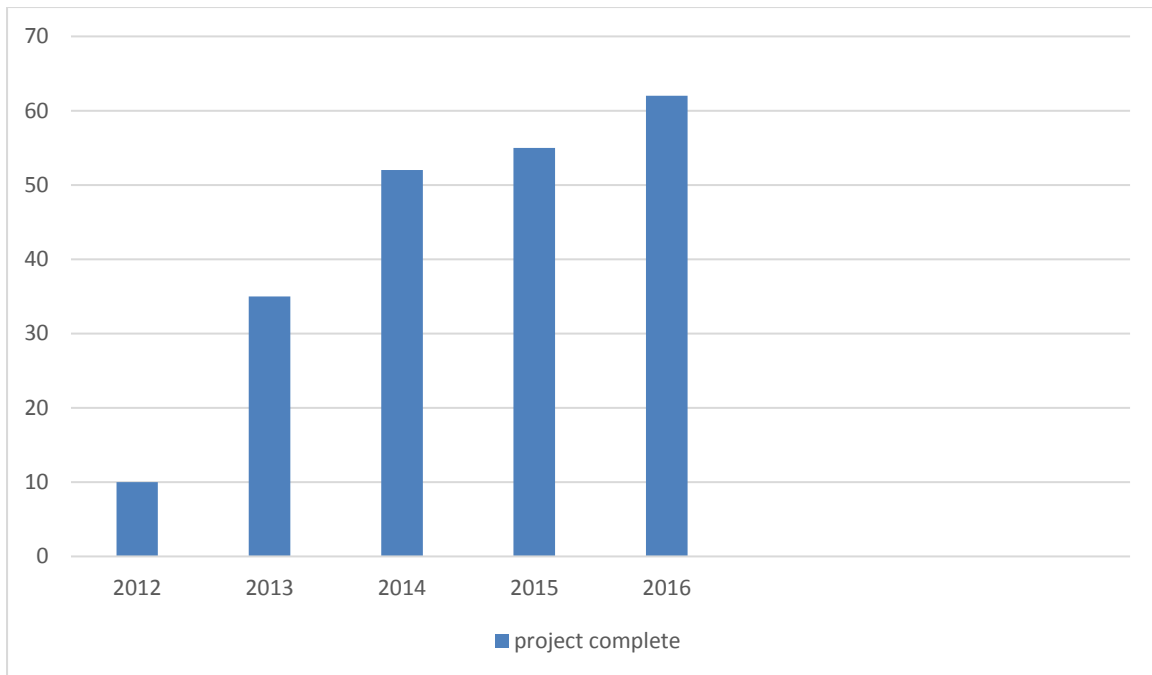
The researcher had worked as an employee in ITP (Indus Tower Private Limited) 2009-2015 researcher met various other companies associated with ITP (Indus Tower Private Limited). After six months of training, he came to know that more than 50% software development was performed by taking IT projects from websites<sup>10</sup> [www.odesk.com](http://www.odesk.com) and [www.freelancer.com](http://www.freelancer.com).

Following graph shows the growth in term of project completion.

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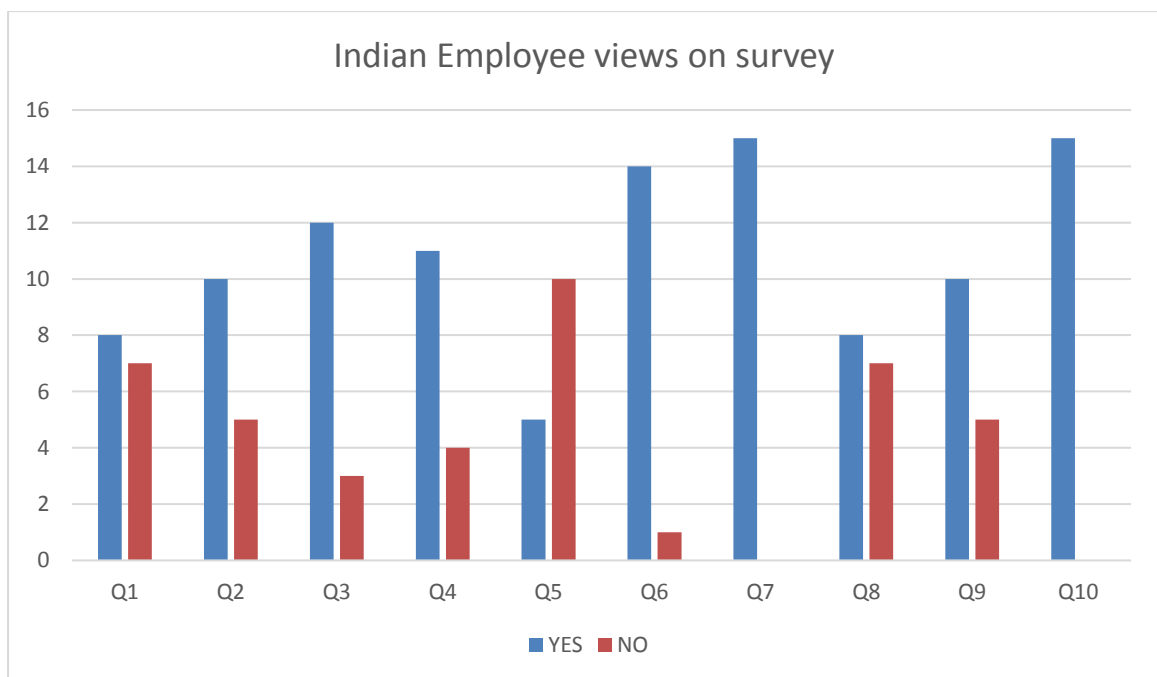
<sup>10</sup> Small scale of IT companies took projects from odesk and freelancer.





Graph1: graphical view of project completed by ITP.

The researcher surveyed his previous colleagues and other employees who were then associated with IT companies. The name and details of the interviewees along with the questionnaire is available at the Annex.

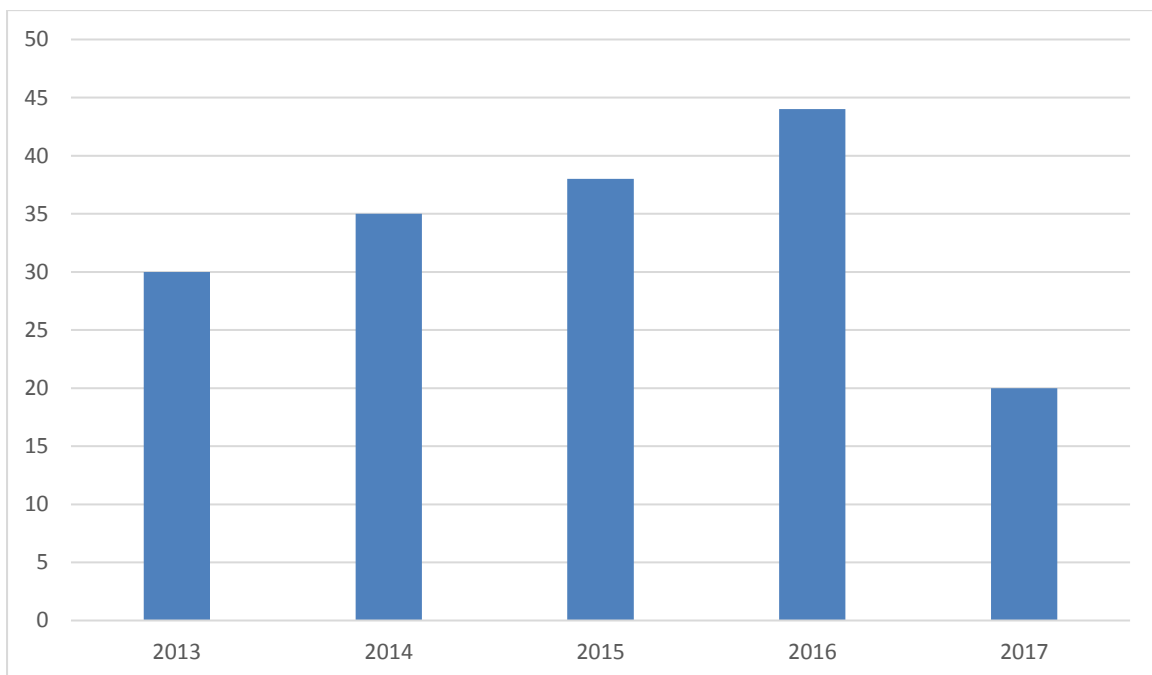


Graph2: shows the graphical view of table3

### 3.4 Introduction of IJIGEN Inc.

IJIGEN INC. is an IT company based in Oita city, established in November 2013. There are presently 15 employees working in IJIGEN as of March 2017. It deals with many IT businesses including Smartphone application development, Web system development, Web paper media design, IT consulting and Database migration. (IJIGEN INC., 2017). As IJIGEN had many tie-ups with other companies, it helped the researcher to improve his learning and also helped to interact with other companies and people, so that he could share his ideas and understood the management skills of IT companies. IJIGEN have business partners like Airpo merchant store, Oita football club, BETUDAI Corporation, Nishin Nippon Railways Co. Ltd., Welfare software Co. Ltd., Sunrise media works Co. Ltd. & many other

Following graph shows the growth in term of project completion.

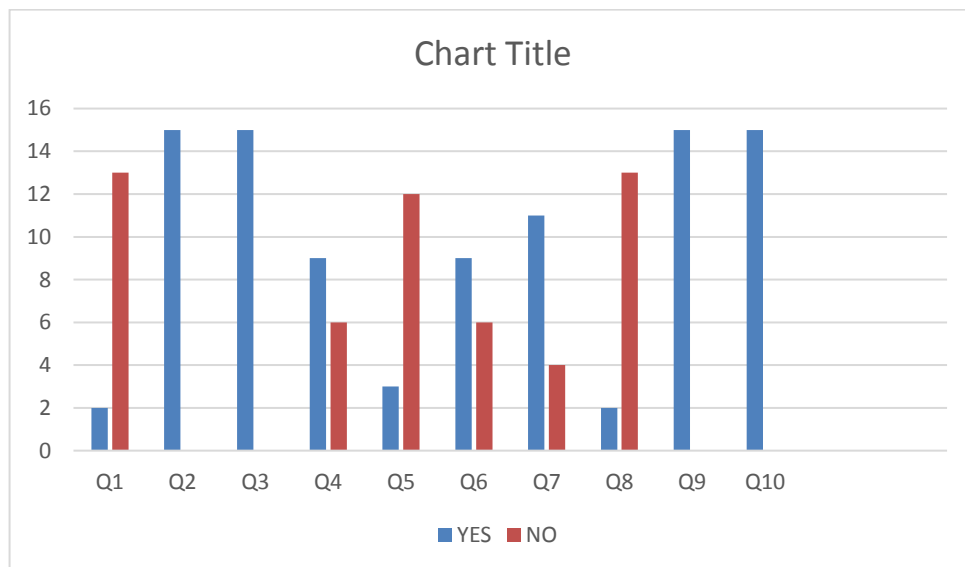


Graph 3: Shows the project completion growth by IJIGEN

IJIGEN focus on the web application development and data migration using latest concepts of software development and databases. Researcher’s position was a junior software developer. To understand the management of IJIGEN and Japanese human resource management concepts, researcher did survey by asking questions to Japanese employees. The name and details of the interviewees along with the questionnaire is attached as Annex.

As researcher has academic & professional credentials from IT background and also did internship from IT Company in Japan. In this report, the target was finite- the IT industry of India and Japan.

Internship report is all about the observations and views, so the researcher tried to collect more and more observations and views of other international employees working in Japan. Researcher experienced company in India is INDUS TOWERS PVT LTD and internship Company in Japan is IJIGEN Inc... More than 15 employees interviewed from both sides India and Japan.



Graph 4: Shows the graphical view of table 4

## Chapter 4 Findings and Discussions

This chapter is about the findings from the observations of the researcher during the internship in Japanese company with the previous experience back in India. The researcher also explains the differences<sup>11</sup>, duties, responsibilities and work assignment experience.

### 4.1 Internship Findings

#### 4.1.1 IJIGEN: IJIGEN and its Business Model

IJIGEN has many business partnerships with companies like Air Merchant Store, Oita Football Club, BETSUDAI Corporation, Nishi Nippon Railways Co. Ltd., Welfare software Co. Ltd., Sunrise Media Works Co. Ltd. and many others (IJIGEN INC., 2017). It mainly focuses on the web application development and data migration using latest concepts of software development and databases. The company is planning to start their second office in TOKYO since it has more than 5 main clients based in TOKYO.

The Director of IJIGEN Inc., Mr. Mori Yuta, was a previous employee of one of the reputed Multinational national company. The professional relationship developed during those years at that firm were used to create a new company, IJIGEN Inc and is also being used to expand the business of the company. His insight and good connections in IT industries of Japan coupled with his knowledge of project bidding and client convincing have been vital to the functioning of IJIGEN Inc. IJIGEN Company also had 2 international clients, both of which

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<sup>11</sup> Two kinds of differences; 1.) Differences which I experienced first-hand during internship and 2.) Differences observed by me but also mentioned by universities' Professors, thesis writers, journal writers, articles but because of small internship I cannot observed completely

were from Vietnam. HR and Sale's Manager in IJIGEN dealt with international clients because of their better English speaking ability.

IJIGEN Inc. dealt with Business to Business (BtoB) projects and provided good quality productivity of software development. IJIGEN Inc. tried to do Business with Clients (BtoC) projects but failed due to some managerial decisions which could not be explored during the short period of internship.

#### 4.1.2 Work Assignment Process

Researcher never used the concept of cloud computing in India, he learns could computing concepts using Cloud9 IDE. Researcher wants to share one of his experiences while working on a project of web development in a team there were 3 programmers, one was a designer and one was researchers. The researcher duties were to write code for tab buttons, checklists, and other data entry related tabs and to share with other team members on GITHUB (GITHUB is the platform on which programmer can share and use the code with any other programmer). Researcher always saved code on the personal hard disk; He fetched the code of the previous project and made some corrections required for that particular website. So, the work was completed within the 2 days, and other programmers who used their same code for the website took more than 5 days to complete the coding and submitted the code to the project manager. This is a significant example of the difference in work process approach.

#### 4.1.3 Indian IT Companies

Indian IT industry (IITs) is very large industry and mostly more than 65% of companies depends upon the outsourcing of projects. (Source) Indian ITs use existing applications to

design and develop the new application according to the requirements of clients. Companies are not making new altogether like Google and Facebook do. This is the main aspect that Indian IT companies are different from others. In order to understand the revenue of Indian ITs, following are the 3 main expenses which play very important role in the company's HR policies- Employees, software licenses and training. Employees are big part of company expenditures. Unlike software licenses are bought at one time but companies have to pay the salary to the employees every month. Training in IIT focuses to improve the communication skills of the employee, to improve their knowledge, to make them learn a new application, sending them abroad so that they can directly learn from the client. It is very difficult of quantifying the value of training.

Mostly IIT companies pay less salary to the employees and purchase pirated version of the software's required to develop new applications to cover the revenue cost. Also, companies recruit employees who have experience background so that company spends less money on training.

#### 4.1.4 Japanese IT Industry

Japan is the 3rd largest economy in the world, famous for latest technology and manufacturing of good quality products around the world. Japanese employees are humble, polite and Punctual of time. During internship, the researcher noticed that that IJIGEN Inc had daily meetings. During meetings, employee discussed about their whole day of work and also shared their future plan to complete the projects. Japanese employees never made arguments to their seniors, follow the instructions of their seniors.

Japanese companies give 1 year of training for the learning the business flow, Japanese culture, business manners and many other things required for business. Companies spent a huge amount of money on training of new employees.

During the internship, researcher observed that Japanese IT industry use P2M (Project to management approach) and 3KPM (KAIHATSU, KAKUSIN and KAIZEN project management approach) for the development of software development. It is very hard to evaluate the IT industry of Japan with other industries of Japan (Low Foon Siang, 2012). Because software development is already very complicated field as compared to other industries. Kaihatsu is adopted by the Japanese IT firms means to develop a complete project from bidding to testing. Japanese companies had high regards for their employee and their benefits. Housing facilities and frequent travelling with travelling allowances were some of the facilities enjoyed by the employee. Job rotation was the other important factor in the Japanese companies. The role of employees in a project differed from the role in the previous projects. Long informal working hours was visible and the employee worked until late night which made the workplace a part of their home. Indian companies give less importance to the position of Project Manager (Sandra Slaughter, 2008). But, the demand for project managers is getting popular in Indian companies by looking at the growth of MNCs working in India. There are many other reasons that project manager is not used in the Indian IT industries like a long working hour, the conflict between organisation and bureaucracy and many others. Without project manager Client deals with engineer only: Client has a direct talk with engineers, so some time engineer misunderstands the requirements of client and vice versa, which has a bad effect on the project quality. As an engineer has only specialization in engineering unable to understand that management terms and other management related terms(like time management,

the partition of the project into modules and to make contact with client and customer on time), which can delay the project delivery.

Following are the researcher's observations, observed during the internship:

- I. TQM: Japanese IT industry, they follow TQM. T- Total, Q- Quality, M- Management. T; all functions/areas/departments, all activities, all employees, always and at all places. Q; to not make the only quality product but also provide the supporting services for maintaining, updating and regular checking. To provide complete customer satisfaction. M; to manage all the activities and to manage quality so that value of a company can be raised. TQM is a cost-effective system for benefit of company. (Ahmad, 2010). During internship time researcher noticed that Project manager divide project into modules and allocate each module to employee according to the experience and knowledge of the employee. As a result of the quality of project automatically increased.
- II. Japanese companies follow KAIZEN; KAI means to change, to modify. ZEN means to think to make good and make improvements. To make product output better or good they studied and implement the change required for the better change.
- III. JIT (Just in time): is basically implemented by the famous automobile manufacturing company, Toyota (Toma, Marinescu, & Gradinaru, 2012). Just in time is used to reduce the wastage of various resources (manpower, space, time etc.) and to increase the efficiency of production. I personally think that JIT is related to the JIGEN, as programmer used code when it is required to



execute, after that, they delete the code. The reason may be by mistake if code by mistake misuse for future projects.

#### 4.1.5 Differences between Japanese IT Industries & Indian IT Industries

The researcher's observed following differences between Japanese IT Company and Indian IT Company based on the prior work experience in Indian IT industry and internship in Japanese IT industry. The differences in Japanese IT industries and Indian IT industries can be seen throughout the development of project and project management.

##### 4.1.5.1 Employee recruitment and training

Every country has different ways for the recruitment of employees. Japan is famous for their different way of selection of international employees and has a unique way of recruitment. Initially, companies give introduction seminars and then collect resumes and then sort the resumes, then call candidates for interviews and eventually offer jobs (Firkola, 2014). After hiring an employee, companies gave them training for 6 months to one year, so that employee can learn and practice Japanese etiquettes deeply. Japanese companies spend a lot of money on the training of employee as they expected long term commitment from the employee. On the other hand in Indian IT recruitment procedure is very flexible. Mostly company recruits fresh graduates from educational institutes. Companies ask job consultancies for experienced employees. Recruitment procedure took hardly one week. Initially, resume screening followed by technical interviews and last HR interviews. According to the employee's knowledge and experience time period of training is decided.

According to researcher, he noticed a few drawbacks of Japanese companies. Researcher surveyed 15 of his seniors who are working presently in Japanese companies and organizations, regarding any issues or problems they faced during their working in Japanese companies. One of the surveyee told the researcher that during university period his majors was finance but during the training, period company gave him training of marketing and sales and after training, they gave marketing executive position in the company. Whereas in Indian Companies candidates are selected on the ground of their specialisation during University time. During the researchers MCA (Master in Computer Application), he was interviewed 3 times by ITP (INDUS TOWERS PRIVATE LIMITED). After looking at the researchers major's score and programing skills, he was hired as a researcher for 6 months and after 6 months they gave me the position of software developer executive.

The researcher personally thinks that Japanese companies give importance to fresh graduates. As they give training to fresh graduates and expected the long time work commitment. During the internship, IJIGEN Inc. hires system engineer. They recruit fresh graduate from Miyajaki University having a background in Accounts. Now he is under training and learning programming languages. From the survey, it is clear that in the Indian subcontinent, employees change their companies. Long term employment is always ignored by the Indian Companies.

#### 4.1.5.2 Trust

During the internship, the researcher also observed that Japanese have less trust on international employees as they think that international employees have different cultural values. On the second week of the internship, there was a monthly meeting in IJIGEN. In meeting researcher's external supervisor was looking for the advice from other colleagues for

making multiple loops in a code. One of the interns from Srilankan advised using the reverse looping concept of OOPs, which was appreciated by the majority. But project manager did not implement his advice and use the concepts of Objective C (programming language), advised by the Japanese employee.

## Merits and Demerits

Demerit: some time team member have better advice than team leader, so by ignoring the trust, project manager could miss the better opinion.

Whereas in Indian Companies they ask every team member of give their opinion on the development procedure and then they make decision accordingly.

### 4.1.5.3 Code Sharing

Another difference observed during the internship was to save the code of programming by Japanese programmers. As they never saved their code for future projects for the same code can be used for future. As a result, they waste a lot of time to write the code again for same web pages. Supervisor at IJIGEN was inquired regarding this matter, and then he explained that they want 0% error for every project so they write new code for new projects. Japanese IT companies purchase good quality and latest software's for the development of projects. During the internship, researcher noticed that the company was using cloud computing platform for the development of software and gave him Cloud ID which was expensive. Indian engineers use tools provided by the companies to develop the software. Engineers save their code for future development and use that code in many projects to save the time.

## Merits and Demerits

By saving the code for particular code, in future, programmer can use that code for another project development. By doing this time can be save and multiple tasks can be done at same time.

### 4.1.5.4 Team Work and R&D

Collectivism was an integral part of Japanese IT industries with equal contribution expected from every part of the team. No quality inspectors were visible during project development in Japanese IT industries. Worker himself was considered to be a true Quality Inspector. The company believed in “Long Term Planning” by providing long term services including database security to its clients. Japanese IT Companies invested in safety and security of the products while avoiding risks. Tasks were initiated only when the Research and Development (R&D) was completed successfully. The focus on group activities and overall contribution from every team members improved the quality of the product and services being delivered. Very few companies in Indian spent money on R&D. In Indian IT industries, there is a quality inspector’s position. The responsibility of quality inspector is to test the software quality before delivery to the client or customer. Testing is the last phase of software development, the quality inspector checks the software and find out the bugs and errors and report to the development team. After quality inspector’s report software designers and developers make changes in the software.

## Merits and Demerits

Japanese companies are famous for their team work and I noticed this thing during internship, companies’ managers design the flow of work an employee follow the work flow

and help each other in very good manner, which can be observed very rarely in Indian companies

#### 4.1.5.5 Punctuality and Humble

Japanese employees are humble, polite and Punctual of time. During internship, I noticed one thing that IJIGEN Inc. creates daily meetings. During meetings, employee discusses about their whole day of work and also shares the future plan to complete the projects. Japanese employees never make arguments to their seniors; follow the instructions of their seniors.

#### Merits and Demerits

Punctuality and humbleness make very good atmosphere for employee to work. These directly make the effect on the performance of employee and as a result quality of software also effect.

#### 4.2 Survey Findings

10 survey questions were set for the survey which are as follows:

##### **Survey Questionnaire**

Q: 1) Did you change your company for last 4 years ..... (Y/N)

Q: 2) Attend training after joining ..... (Y/N)

Q: 3 Do you get to target your company back ..... (Y/N)

Q: 4) Did you get the desired position you like ..... (Y/N)

Q: 5) Do you agree to work on holidays ..... (Y/N)

Q: 6) Do you know about ever feel work pressure by project manager..... (Y/N)

Q: 7) Are you happy with the decision made by Team leaders ..... (Y/N)

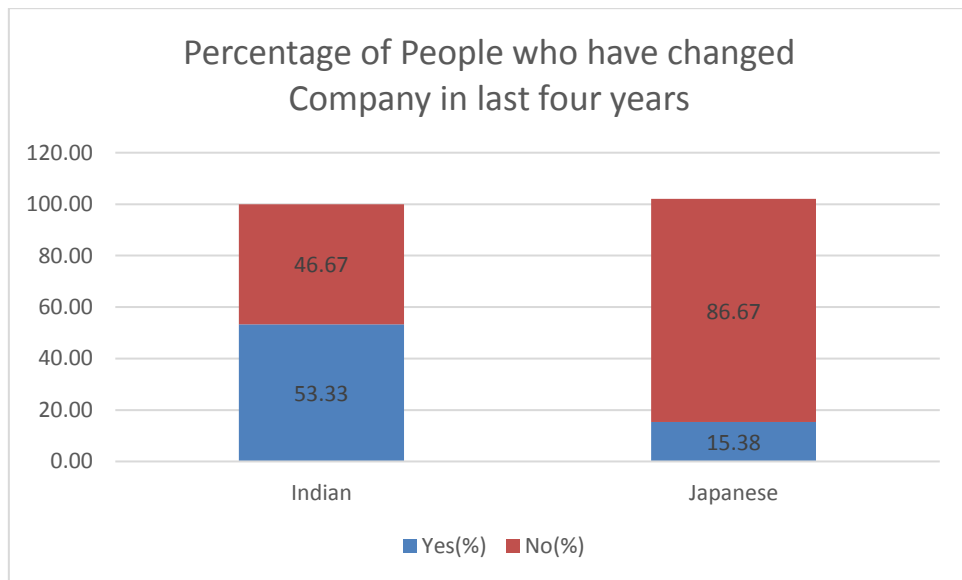
Q: 8) Delay to complete the targets ..... (Y/N)

Q: 9) Are you happy with the salary appraisals by the company..... (Y/N)

Q: 10) Are you happy with the decision made by company management..... (Y/N)

The findings from the survey conducted among 15 employees each in Indian and Japanese IT industry is as followed:

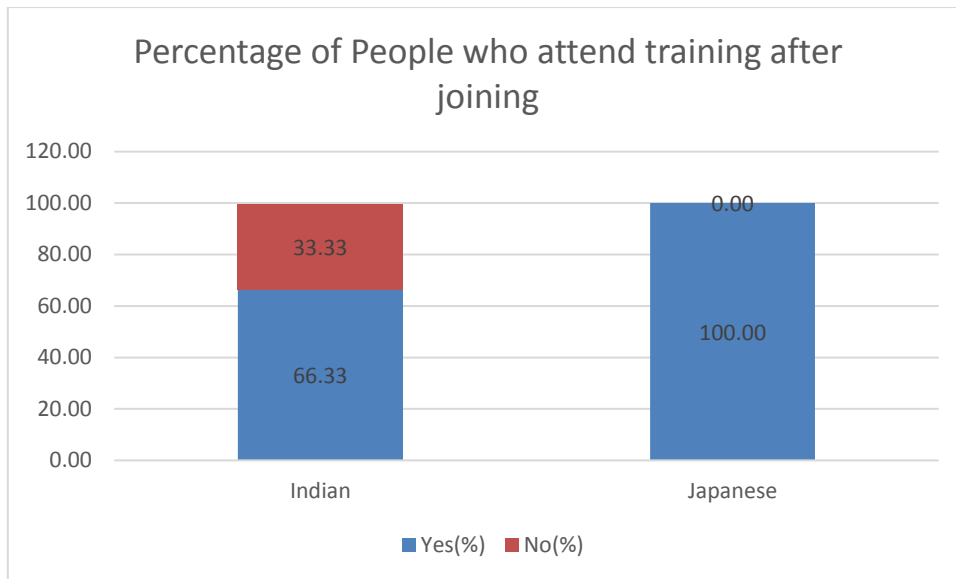
#### 4.2.1 Employer change



Graph 5: Employee Change Company in Last Four Years

The graph shows that more than half of the respondents in IT industry had changed their employer in last four years whereas only around 15% employee working in Japanese IT industry changed their job in last four years. This shows that employee turnaround is greater in Indian IT industry.

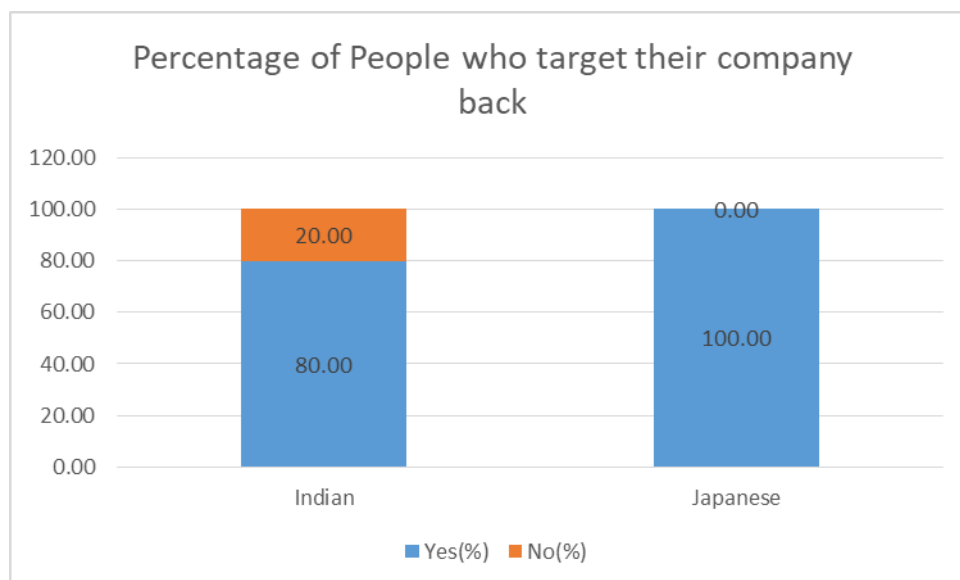
#### 4.2.2 Training attendance after Employment



Graph 6: Employees Attend Training after Joining

The graph shows that not necessarily all the people working in Indian IT industry undergo training after joining the industry whereas all the respondents in Japanese IT industry responded that they underwent training after joining the company. This highlights the Japanese company investment in their employee.

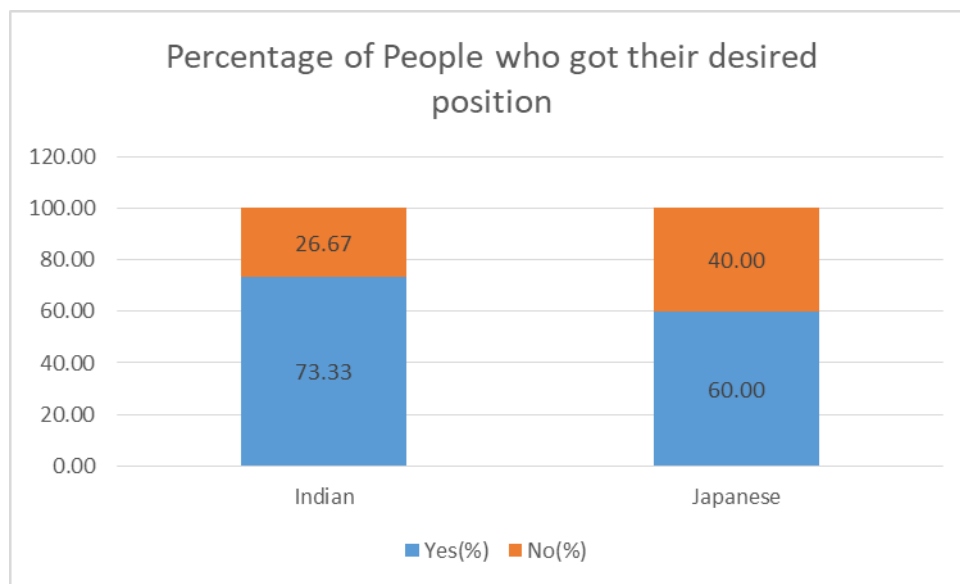
#### 4.2.3 Targeting company back



Graph 7: Targeting Same Company

The graph shows that all the employee in Japanese IT industry get to target their company back while some employee in Indian IT industry did not target their company back. The result is somewhat similar in both industry hence no significant differences is visible.

#### 4.2.4 Getting desired positions

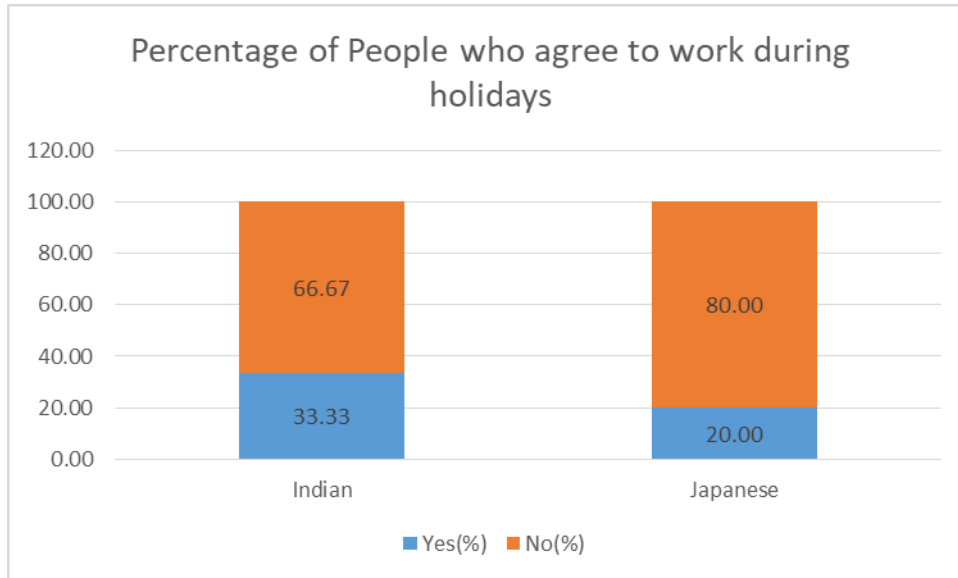


Graph 8: Employees working on Desired Position

The graph below shows that almost 75% employee in Indian IT industry got the position they desired whereas 60% employee in Japanese IT industry got the position they desired. It means that people working in Indian IT industry are more likely to get the position they desired than their Japanese counterparts.

#### 4.2.5 Work on holidays

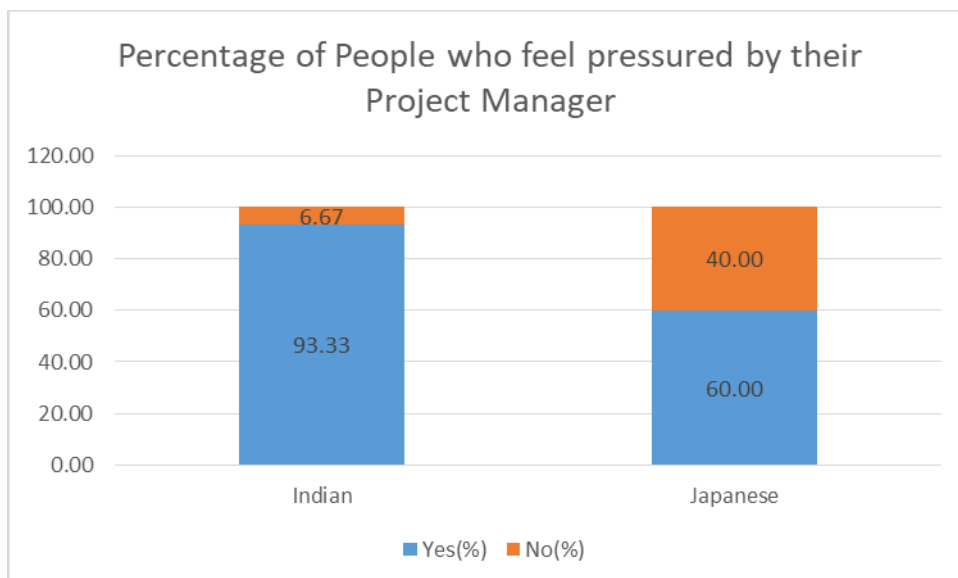




Graph 9: Employee Working on Holidays

From the graph, we understand that although few, but Indian employees in IT industries are more likely to agree to work during holidays than their Japanese counterparts.

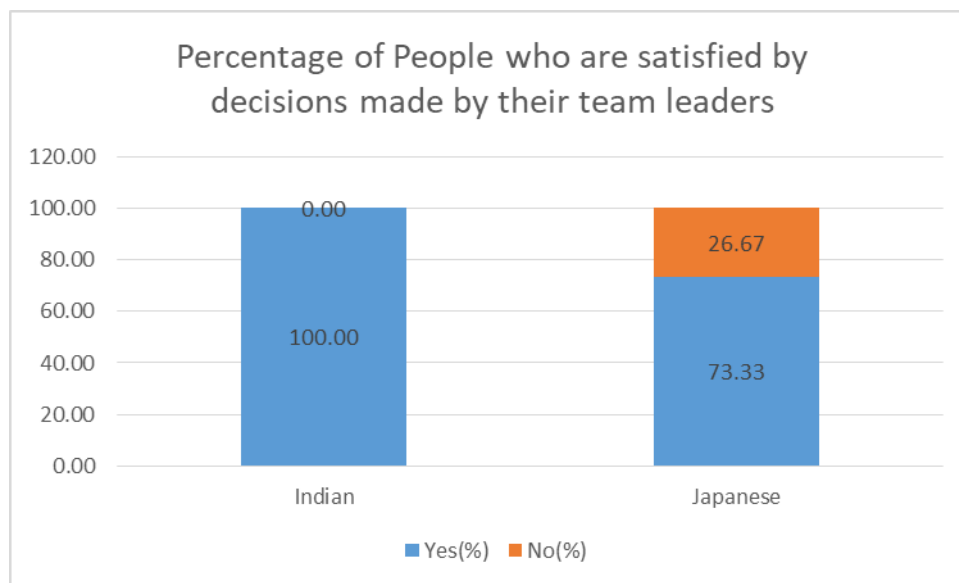
#### 4.2.6 Work Pressure by Project Manager



Graph 10: Employee Feel Work Pressure

The graph shows that almost all respondents in Indian IT industries feel more work pressure radiated by their Team Manager whereas work pressure by Project Manager are felt by relatively few people in Japanese IT industry.

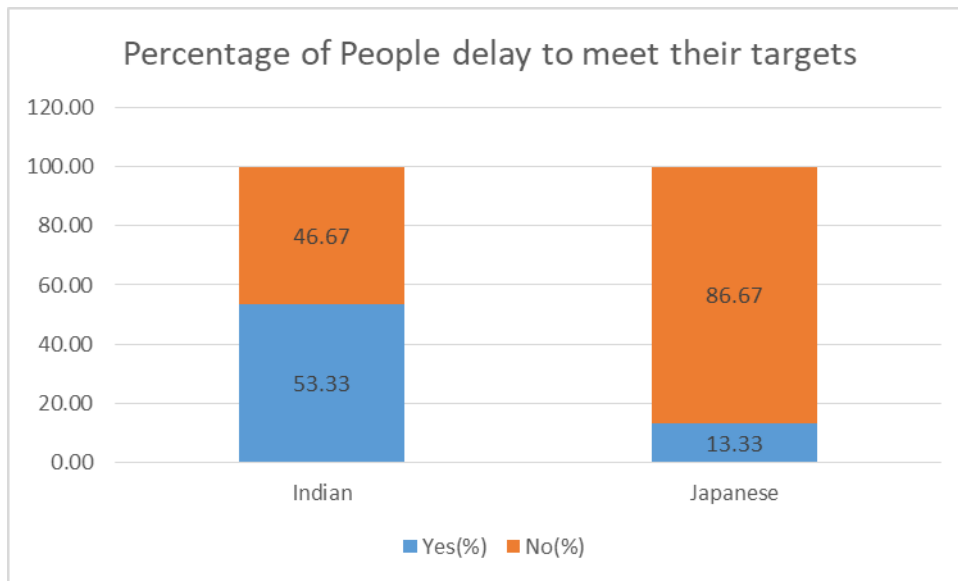
#### 4.2.7 Satisfaction at decisions made by team leader



Graph 11: Employees Satisfied by Decision Making of Leaders.

The graph shows that employees in Indian IT industry are more satisfied with the decisions made by team leader than the employees working in Japanese IT industry.

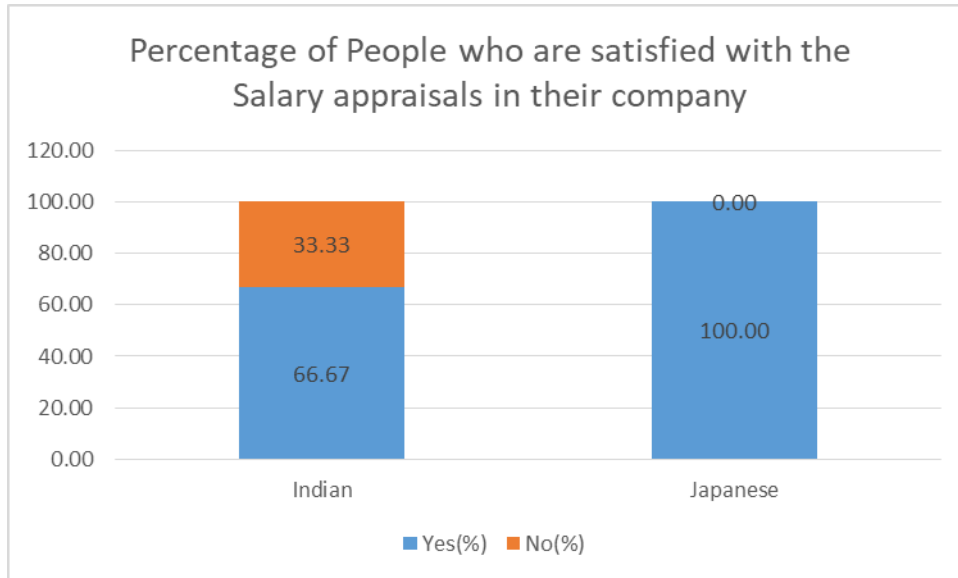
#### 4.2.8 Delay to complete targets



Graph 12: Employee Unable to Complete Project

From the graph, we understand that employees in Indian IT industry delay to meet their targets whereas only very few employees in Japanese IT industry delay to meet their targets. This might be attributed to the disciplined working culture along with punctuality and long working hours in Japanese IT industry which is quite rarely visible in Indian IT industry.

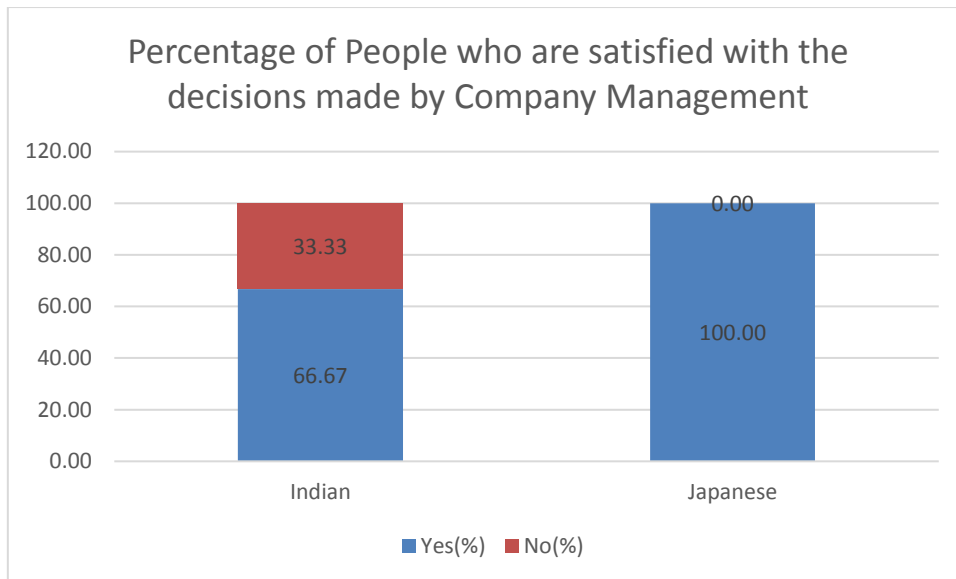
#### 4.2.9 Satisfaction with Salary Appraisals



Graph 13: Employee Satisfied by Salary appraisals

From the graph, we understand that while 2/3<sup>rd</sup> of the employee in Indian IT industry are happy with their salary appraisals, all employee in Japanese IT industry are satisfied with their salary appraisals. This might be due to relatively high salary appraisals including bonuses in Japanese IT sector which is relatively less in Indian IT industry.

#### 4.2.10 Satisfaction with decisions made by Company Management



Graph 14: Employees Satisfied by Decision Making of Top Management

This graph shows that all the employee in Indian and Japanese IT industry are happy with the decisions made by their Management.

## **Chapter 5 Conclusion**

This chapter is about the conclusion, regarding the management and working styles followed by Japanese Companies and Indian Companies

### **5.1 Conclusion**

As intern work for more than 5 years in IT department in Indian company, he understood the flow of IT more closely and knew all the factors responsible for the project development that is the reason, initially, he was assuming that, Indian IT companies are better management than Japanese IT industries. Observations observed during the internship, he came to know that Japanese IT companies have better management than the Indian IT companies. As a result, there are many innovative products made and introduced to the world by Japanese companies like LEDs, Walkman, Pocket calculator, Android Robots, Bullet Train and many others (Thomson, 2016). The business flow of Indian IT industry is very complex as compared to Japan. While doing internship in IJIGEN Inc, the researcher was able to understand the programming style and management style of Japanese IT Company for web application development. Comparing the two IT industries of Japan and India, researcher comes to the conclusion that IT industry of Japan has better management as compared to the Indian IT industry. During the website development of Vietnams' manufacturing company, the researcher noticed that Japanese Project manager did complete end to end communication with client on daily basis. Project manager gave a daily report of progress of each employee to the client and to CEO of the company. The analysis of survey questionnaire also showed that significant differences were visible in the response of survey participants especially in changing company, training attendance after joining company, time required to meet targets

and satisfaction in decision making, salary and appraisals, and work pressure exerted by Team Leader.

The project bidding in Japan is very difficult to understand for international people. Japanese Companies use only Japanese language for the business dealing. They give 1-year training for learning the business flow, Japanese culture, business manners and many other things to new employees. Business manners are the most important thing in Japanese companies which make them unique part. They give special training to the international employees. Business related to software development, web application development, big data, data migration, hardware manufacturing and many other IT related things are becoming so fast that IT companies recruit many international employees to expand their business globally.

Japanese IT companies collect data and make a plan according to the analysis of data. They also implement a working system like TQM, KAIZEN so that product quality can be improved. Whereas Indian companies lack proper management of big IT projects. They do proper R&D and make a decision according to that. They have better resources as compared to Indian IT industry. The expert and experienced employee are used to designing and developing web application or Software. If a client needs any type of change in the project during development, it's only project manager responsibility to communicate with the client. Japanese engineers use latest programming tools for the development of Software and web-application, for front end and backend they use cloud computing concepts.

The Researcher never observed any kind of project management skills used during the project development in his experience while working in India. Hence he wrote this report having research question “the significant differences of Japanese IT industry and Indian IT industry”.

Japanese companies try to emphasis on quality of the product, which is no doubt a good thing but sometime Japanese companies fail to take advantage because of having their cultural ethics. Researcher want to mention here that, during internship period there was one client from Hongkong. The client wanted to put some security features and also asked to complete the project within a time period of one month. IJIGEN agreed to put security features like inbuilt virus and worm scanner, but they refused to complete the project within one month as they had a commitment to other clients and project.

Both Japanese and Indian IT Companies are using different project management model for software development, companies have different work assignments, different recruitment procedure, different working ethics, and different decision making concepts shows that there is a significant difference in Management style of Japanese IT companies and Indian IT companies.

## 5.2 Limitations of the Research

Although this report is written to explore differences in Japanese IT industries and Indian IT industries, there are some limitations which, the researcher believes, might affect the outcome of this report. First of all, this is a service based paid internship report and is based on the on field experience of the researcher. The researcher uses his professional work experiences in an Indian IT industry to compare with his internship work experiences in a Japanese IT industry. The researcher acknowledges the resources gap that might exist between Japanese IT industry and Indian IT industry and hence it might have been better if a comparison could be drawn from companies with a similar level of resources. The researcher believes there are many barriers to attain an understanding of the working style being a researcher, which might have



been possible if the researcher was an employee of the organization. Moreover, the duration of internship could have been longer to further improve the understanding. The researcher feels continuous internship of comparatively long working hours might contribute more to the research. Although the researcher tried to select the company that best represented Indian and Japanese IT industries, Internship and past experiences had been conducted in one company each in these industries which might not truly reflect the core values of the industry they represent. The researcher did not have the privilege to choose among many companies because those companies were the only companies the researcher had a chance to join or had access too. So, if the companies undertaking similar projects with similar resources could have been chosen, the outcomes might be different. If these factors are taken into considerations, the comparison between Indian IT industry and Japanese IT industry could be truly done.

During the internship, the researcher came to know that observation is the most important aspect to find the cause of the problem. The main limitation according to researcher is that he did internship only in one company if he did internship more than one company then he could observe more things which were used for decision making and to manage the IT projects.

### 5.3 Suggestions for Future Research

The researcher would like to suggest the topic, *Decision making style of Japanese companies, Management of Artificial intelligence & Management attitudes and policies towards the workers of Japanese companies* need further exploration. These 3 topics, the researcher recommend for the future research. Decision making style of Japanese companies is unique. The researcher can learn many managerial things from this topic. Management attitude and policies towards the worker of Japanese companies is very good topic to learn.

This topic requires a lot of observations and data. Various observations are required to find more difference in the management, decision making, and many other things.

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## Annex

Annex 1: Name and Details of interviewees at ITP

| <b>Name</b>      | <b>Position</b>   | <b>Company</b>     | <b>Recruitment</b> |
|------------------|-------------------|--------------------|--------------------|
| Manhar sharma    | Software engineer | Maven Technologies | On campus          |
| Punit Singh      | IT consultant     | ITP                | Off campus         |
| Jaswant Singh    | Web designer      | ITP                | Off campus         |
| Rajwinder Singh  | Sales             | ITP                | Off campus         |
| Rajat Sharma     | DB executive      | ITP                | On campus          |
| Rahul Dev        | HR executive      | ITP                | On campus          |
| Lakhwinder Singh | Software engineer | ITP                | Off campus         |
| Pooja            | Operations        | ITP                | On campus          |
| Poonam Thakur    | Sales             | ITP                | Off campus         |
| Inderjeet        | Operations        | ITP                | On campus          |
| Tejinder Singh   | Web designer      | ITP                | On campus          |
| Manpreet Singh   | Operations        | ITP                | Off campus         |
| Manav Kapoor     | Software engineer | ITP                | On campus          |
| Paras Kapoor     | Sales             | ITP                | On campus          |
| AKHILESH RANA    | Software engineer | ITP                | Off campus         |

Table 1: Record of Interviewees taken for Study from India.

## Annex 2: Response of employee working in India

| Name             | Position          | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 |
|------------------|-------------------|----|----|----|----|----|----|----|----|----|-----|
| Manhar sharma    | Software engineer | Y  | N  | Y  | Y  | N  | Y  | Y  | N  | Y  | Y   |
| Punit Singh      | IT consultant     | Y  | N  | N  | Y  | N  | Y  | Y  | N  | Y  | Y   |
| Jaswant Singh    | Web designer      | Y  | N  | Y  | Y  | N  | Y  | Y  | N  | Y  | Y   |
| Rajwinder Singh  | Sales             | Y  | Y  | Y  | N  | N  | Y  | Y  | Y  | Y  | Y   |
| Rajat Sharma     | DB executive      | Y  | N  | N  | Y  | N  | Y  | Y  | N  | Y  | Y   |
| Rahul Dev        | HR executive      | N  | Y  | N  | N  | Y  | N  | Y  | Y  | N  | Y   |
| Lakhwinder Singh | Software engineer | Y  | N  | Y  | N  | N  | Y  | Y  | Y  | Y  | Y   |
| Pooja            | Operations        | N  | Y  | Y  | Y  | Y  | Y  | Y  | Y  | N  | Y   |
| Poonam Thakur    | Sales             | N  | Y  | Y  | Y  | Y  | Y  | Y  | Y  | N  | Y   |
| Inderjeet        | Operations        | Y  | Y  | Y  | Y  | Y  | Y  | Y  | Y  | Y  | Y   |
| Tejinder Singh   | Web designer      | N  | Y  | Y  | Y  | N  | Y  | Y  | Y  | Y  | Y   |
| Manpreet Singh   | Operations        | N  | Y  | Y  | N  | Y  | Y  | Y  | Y  | N  | Y   |
| Manav Kapoor     | Software engineer | N  | Y  | Y  | Y  | N  | Y  | Y  | N  | Y  | Y   |
| Paras Kapoor     | Sales             | Y  | Y  | Y  | Y  | N  | Y  | Y  | N  | Y  | Y   |
| Akhilesh Rana    | Software engineer | N  | Y  | Y  | Y  | N  | Y  | Y  | N  | N  | Y   |

Table 2: Response of Indian Employee



Annex 3: Name and Details of interviewees at IJIGEN

| <b>Name</b>     | <b>Position</b>   | <b>Company</b> |
|-----------------|-------------------|----------------|
| Mr. Takei       | Software engineer | IJIGEN         |
| Mr. Hereda      | IT consultant     | IJIGEN         |
| Ms. Bechan      | Web designer      | IJIGEN         |
| Ms. Yoshida     | Web designer      | IJIGEN         |
| Mr.Oshiyumi     | DB executive      | IJIGEN         |
| Mr. Uto         | HR executive      | IJIGEN         |
| Mohit Kanwar    | PRODUCTION        | ASWIN          |
| Sunil kumar     | OPERATIONS        | WEATHER NEWS   |
| Charnjeet Singh | OPERATIONS        | NTT Docomo     |
| Dhiraj Singh    | INTERN            | NTT Docomo     |
| Mr. Yuan        | SALES             | NITORI         |
| Sachin Thakur   | IT consultant     | YK –CORP.      |
| Mohan Sapia     | SALES             | MM INTERPRISE  |
| Gopal kalia     | SALES             | MM INTERPRISE  |
| Prakash kumar   | SALES             | NITORI         |

Table 3: Record of interviewees taken for study.

#### Annex 4: Response of employee working in Japan

| <b>Name</b>     | <b>Position</b>   | <b>Q1</b> | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> | <b>Q5</b> | <b>Q6</b> | <b>Q7</b> | <b>Q8</b> | <b>Q9</b> | <b>Q10</b> |
|-----------------|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Mr. Takei       | Software engineer | N         | Y         | Y         | Y         | N         | N         | Y         | N         | Y         | Y          |
| Mr. Hereda      | IT consultant     | N         | Y         | Y         | Y         | Y         | Y         | Y         | N         | Y         | Y          |
| Ms. Bechan      | Web designer      | N         | Y         | Y         | Y         | N         | N         | Y         | N         | Y         | Y          |
| Ms. Yoshida     | Web designer      | N         | Y         | Y         | Y         | N         | N         | Y         | N         | Y         | Y          |
| Mr.Oshiyumi     | DB executive      | N         | Y         | Y         | Y         | N         | N         | Y         | N         | Y         | Y          |
| Mr. Uto         | HR executive      | N         | Y         | Y         | Y         | Y         | N         | Y         | N         | Y         | Y          |
| Mohit Kanwar    | PRODUCTION        | Y         | Y         | Y         | N         | N         | Y         | N         | N         | Y         | Y          |
| Sunil kumar     | OPERATIONS        | N         | Y         | Y         | N         | N         | Y         | N         | N         | Y         | Y          |
| Charnjeet Singh | OPERATIONS        | Y         | Y         | Y         | N         | N         | Y         | N         | Y         | Y         | Y          |
| Dhiraj Singh    | INTERN            | N         | Y         | Y         | N         | N         | N         | Y         | Y         | Y         | Y          |
| Mr. Yuan        | SALES             | N         | Y         | Y         | Y         | N         | Y         | Y         | N         | Y         | Y          |
| Sachin Thakur   | IT consultant     | N         | Y         | Y         | Y         | Y         | Y         | Y         | N         | Y         | Y          |
| Mohan Sapia     | SALES             | N         | Y         | Y         | N         | N         | Y         | Y         | N         | Y         | Y          |
| Gopal kalia     | SALES             | N         | Y         | Y         | Y         | N         | Y         | Y         | N         | Y         | Y          |
| Prakash kumar   | SALES             | N         | Y         | Y         | N         | N         | Y         | N         | N         | Y         | Y          |

Table 4: Response of Japanese Employees