This book uses research on Japanese firms in the UK to contribute to broader debate about the role of international firms in reconstructing contemporary work and employment relations. Japanese manufacturing subsidiaries in Britain have often been portrayed as carriers of Japanese best practice models of work organization and employment relations. This research challenges this view on the basis of intensive comparative workplace case studies of several Japanese manufacturing plants in Britain. It develops an analysis of system, society, and dominance effects to identify the competing pressures upon such firms, and argues that factory managers have to negotiate the implications of these cross pressures. Thus, the analysis focuses on the ways in which Japanese and British managers have sought to construct distinctive production and employment regimes in the light of their particular branch plant mandates and competencies, the evolving character of management-worker relations within factories, and the varied product and labour market conditions they face. It also explores the scope and bases of consent and dissent among employees working in these modern workplaces. On this basis, it highlights the constraints as well as the opportunities facing managers of such greenfield workplaces, the uncertainties that arise from intractable features of capitalist employment relations, and the ways in which employment and production regimes are adapted and remade in specific corporate and local contexts. Finally, it assesses the strengths and weaknesses of three competing contemporary images of international subsidiaries, as transplants, as hybrids, and as branch plants.