

Project Dissertation Report

on

Cross –Cultural Training

Submitted By:

Diya Pal

(2K16/MBA/17)

Under the Guidance of:

Dr. Sonal Thukral

Assistant Professor



DELHI SCHOOL OF MANAGEMENT

Delhi Technological University

Bawana Road Delhi 110042

DECLARATION

I, Diya Pal, student of MBA 2016-18, of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42, declare that the final project report on “**Cross-Cultural Training**”, submitted in partial fulfillment of Degree of Masters of Business Administration, is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This report is not being submitted to any other University for award of any other Degree, Diploma and Fellowship.

Diya Pal

Place:

Date:

CERTIFICATE FROM THE INSTITUTE

This is to certify that the “**CROSS-CULTURAL TRAINING**”, is a bonafide work carried out by **Ms. Diya Pal** of **MBA 2016-2018** and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-110042 in partial fulfillment of the requirement for the award of the Degree of the Masters of Business Administration.

Signature of Guide
(Dr. Sonal Thukral)

Signature of Head of the Department(DSM)
(Dr. Rajan Yadav)

Place:

Date:

ACKNOWLEDGEMENT

I am using this opportunity to express my gratitude to everyone who supported me throughout the course of this MBA project at Delhi School of Management, Delhi Technological University. One of the most important tasks in every good study is its critical evaluation and feedback which was performed by my faculty guide Dr. Sonal Thukral. I am thankful to my faculty mentor as well as my colleagues for investing their precious time to discuss and criticize this study in depth and explain the meaning of different concepts and how to think when it comes to problem discussions and theoretical discussions.

Diya Pal
2K16/MBA/17

ABSTRACT

Understanding the values, attitudes and behaviors of people in various countries is the key to Global business. Every country has its own culture. Therefore to help companies gain a competitive advantage in the global marketplace, training organizations is build which offer cross-cultural training

Cross-cultural and intercultural training, a marginal idea 30 years ago, has boomed into mainstream acceptance in the past 10 years with international businesses tapping into a large and sometimes expensive array of cross and intercultural training programs for their employees. When organizations become cross-border entities, cross-cultural factors start affecting every aspect of the business.

The report deals with the following:

- ❖ Culture and its elements.
- ❖ Cross-Cultural Training and Objectives.
- ❖ Hofstede's Cultural Dimensions
- ❖ Cultural analysis of:
 - China
 - India
 - Malaysia
 - Germany
 - Japan

TABLE OF CONTENT

Declaration	ii
Certificate from the Institute	iii
Acknowledgement	iv
Abstract	v
1. Introduction	1
1.1 Value of Culture	2
1.2 Determinants of culture differences	3
1.3 How do people and practices differ	4
1.4 Impact of dealing with a different culture	5
2. Literature Review	6
2.1 10 benefits of cross cultural training	7
2.2 Defining expatriate competencies	8
2.3 Design of cross cultural training	9
2.4 The training methods	14
3. Research Methodology	15
4. Data Analysis and Results	16
4.1 China	17
4.2 Malaysia	22
4.3 Germany	26
4.4 Japan	30
4.5 India	33
4.6 Findings	40
5. Conclusion and Recommendation	41
5.1 Conclusion	41
5.2 Recommendation	42
5.3 Limitations about the study	44
5.4 Scope of the Study	45
6. References	46

CHAPTER 1.

INTRODUCTION

Globalization is providing opportunities for Indian firms to reach foreign markets. The business model of many upcoming industries like the information technology sector is dependent heavily on the foreign markets. This increases the need of professionals working globally. The merger and acquisition activity especially the cross-border acquisitions have reached much higher levels. The trend of acquisitions is not only restricted to the new sectors like Information Technology, Telecom and Business Process Outsourcing, but core sector companies like Manufacturing and Mining have observed growth too. The Pharmaceutical companies have widened their reach in world market with examples like Ranbaxy and DRL having presence in many countries.

This presents a new challenge for the Indian firms. The challenge to develop competent managers who would be able to work in new environments efficiently and will act as a bridge between the parent company and its subsidiaries. In return it will also bring new employees of different origin, language and culture to Indian organizations.

The firms thus need to develop systems and processes not only to train managers for expatriate assignments but also to handle cultural diversity. This task can be achieved by well designed cross-cultural training programs which will help employees in coping up with the stress and cultural shock while dealing with a new culture. The need for cross-cultural training will be for both: Indian expatriates and employees dealing with expatriates of other origins.

The report attempts to define the possible sources of cross-cultural differences, its impact on business practices, evolution of cross-cultural training, issues to be considered while developing cross-cultural training, different ways of training the employees and examples of a few countries to provide a bird's eye view.

1.1. The Value of Culture

Corporate culture is defined by a shared set of beliefs, myths and practices. As in any other social system, this shared culture binds people together. Culture is a metaphor which can be used to explore the identity of a business. It is about how others see the business, but also how the individuals who work there understand it. Culture offers us a powerful insight into the business and what it is like to work within it. The cultural perspective has become popular in business studies because it offers a way of explaining performance and understanding difference. It is only one way of analyzing business, but it is an interesting one as it focuses particularly on the insider point of view, or on what it is 'really' like to work in an organization.

The strength of an organization's culture can and does affect a company's bottom line. A strong corporate culture stabilizes performance. Performance is more stable for strong-culture firms in highly competitive markets like motor vehicles, airlines, technology, textiles and apparel. The shared beliefs that define a corporate culture function as an informal control mechanism that coordinates employee effort.

In the global marketplace, knowledge and skills not only mean power, it can also mean your survival. Understanding the need for cultural awareness and sensitivity is just the ante to get into the game of global business. How well you play depends upon your level of cultural savvy. It is estimated that more than half of all international joint ventures fail within two or three years. The reason most often given is cultural myopia and lack of cultural competency - not the lack of technical or professional expertise.

Developing global cultural competency is one of the most challenging aspects of working globally. Managing the myriad work and management styles that companies face across geographies, businesses, functions and projects can be daunting. What is effective in one culture may be ineffective, or even inappropriate, in other cultures.

Employees must be able to apply new learning in the performance of their assignments, and be able to observe and make the appropriate behavioral adjustments when cross cultural issues become important to their productivity or the effectiveness of the organization as a whole.

1.2. Determinants of cultural differences

There have been many attempts to define cultures and what differentiates them. The study by Hofstede (1981, in Hofstede, 2001) defined and differentiated between cultures on various dimensions -collectivism vs. individualism, power distance, uncertainty avoidance, masculinity vs. feminism and long vs. short term orientation. These parameters can be defined as:

- Power distance: degree of inequality in power between a less powerful individual and a more powerful one in which they belong to same social system.
- Masculinity vs. feminism: refers to the distribution of emotional roles between the genders. It opposes a tough masculine to tender feminine society.
- Uncertainty avoidance: is the extent to which a culture programs its members to feel either comfortable or uncomfortable in unstructured situations.
- Individualism vs. collectivism: is the degree to which individuals are supposed to look after themselves or remain integrated into groups usually around the family
- Long term vs. short-term orientation: refers to the extent to which a culture programs its members to accept delayed gratification of their material, social and emotional needs.

These cultural differences may effect motivational factors, collectivism at work place, organizational structure design etc. These lead to significant difference in business practices which must be recognized by the trainers and employees receiving expatriate assignment.

1.3. How do people and practices differ across cultures?

The differences in cultures lead to significant differences in the way people react to a stimulus. The motivational needs of the managers and executives vary across the cultures. The motivational factors that work in India may not be relevant in China, hence the expatriates will need to understand the basic differences in the employee behavior.

One of the relevant examples in this context is failure of Japanese management technique like Quality Circles in India. The culture differences effect the managerial decisions related to performance appraisals in multicultural workplaces and decisions in international business context.

Along with the business practices and values significant amount of research have been conducted in the context of cross-cultural negotiations.

The time factor becomes important in the context of cross border acquisitions as people belonging to different cultures have different perceptions related to time, while in some cultures people prefer to start and finish meeting on time (Example: USA), in other people may prefer to take time of their own (Example: Latin America).

The time factor also refers to relationship dynamics of negotiations. While in a more collectivist culture, people may prefer to develop relationships during negotiations, people in more individualistic culture like USA may not prefer to bring relationship dimension in the negotiations.

The norms and values related to the negotiations differ according to the culture: perceptions about negotiation to be strategic or synergetic, criteria for selecting the negotiator, importance given to relationship building, concern for protocol and formality etc. The way emotions are expressed in the various cultures may differ, for example the face expressions and hand gestures may convey different meanings in different culture.

1.4. Impact of dealing with a different culture

The cultural change leads to cultural shock, which is a mental state of stress caused by acute changes in the culture. The expatriates tend to feel lonely because all of a sudden everything changes including the work environment, peers, processes and to an extent organizational culture and value system. The employees react by comparing the new culture to their own values and beliefs and at times are unable to accept the vast difference between the two. The process of encountering and accepting the new changes or in other words process of acculturation can be classified in four stages (Nicola, 1993)

1. Initial stage of elation and optimism
2. Period of frustration, depression and confusion
3. Gradual improvement of mood leading to optimism and satisfaction
4. Mastery stage

Oberg described four stages of adjustment:

- Stage I, the initial, or honeymoon stage;
- Stage II, the disillusionment, or culture shock stage;
- Stage III, the adjustment, or adaptation stage; and
- Stage IV, the mastery stage.

The honeymoon stage is a period lasting less than two months. Here the employee is thrilled with the new experience. The culture shock stage occurs as the individual copes seriously with living in the new culture on a daily basis, as a lack of understanding of the culture inhibits awareness of what is appropriate, or inappropriate, behavior in the new cultural environment, resulting in confusion, frustration, tension and depression. The frustration occurs as the person begins to realize that past behaviors are inappropriate in the host culture but has not yet learned what behaviors to substitute. The adjustment stage is characterized by increased ability to adapt in the new culture; and, in the mastery stage, adjustment is about as complete as possible, and anxiety is largely gone.

CHAPTER 2.

REVIEW OF LITERATURE

The cross-cultural training in general can be defined as “Any intervention aimed at increasing an individual’s capability to cope with and work in foreign environment” (Tung, 1981, in Zakaria, 2000). Hence cross-cultural training involves all the methods like lectures, simulation etc. used to make the person familiar with a different culture. The term cross-cultural training hence is broad enough to include differences in areas like language abilities, business etiquettes, beliefs and values, social system, negotiating styles etc. of any culture.

The cross-cultural has also been defined as “Formal methods to prepare people for more effective interpersonal relations and job success when they interact extensively with individuals from cultures other than their own” (Brislin and Yoshida, 1994). The term job success here seems to be slightly ambiguous, as the factors defining success on an expatriate assignment can include organizational values, earning respect from peers and subordinates, technical skills, interpersonal and relationship management skills etc. The advantages from cross-cultural training have been listed as following (Zakaria, 2002):

- A means for constant switching from an automatic, home culture international management mode to a culturally adaptable and acceptable one.
- An aid to improve coping with unexpected events and cultural shock in a new culture .
- A means to reduce uncertainty of interactions with foreign nationals
- A means for enhancing expatriates coping abilities

Hence cross-cultural training can be seen as a tool for improving the corporate culture and practices by constantly learning through induction of foreign nationals in the organizations. Further the cross-cultural training will help to reduce the psychological stress and cultural shock which often lead to failure of expatriates.

2.1. The 10 Benefits of Cross Cultural Training

Cross cultural differences can and do impede upon communication and interpersonal relationships. In the business world this occurs daily, where people from different cultures interact and are expected to perform and make decisions. Cross cultural training aims to develop awareness between people where a common cultural framework does not exist in order to promote clear lines of communication and better relationships.

Cross cultural training has many benefits to be gained by both participants and businesses. For participants in cross cultural training, the 10 main benefits are that it helps:

- **People Learn About Themselves:**

Through cross cultural training, people are exposed to facts and information about their own cultures, preconceptions, mentalities and worldviews that they may otherwise not have contemplated. Cross cultural training helps people learn more about themselves through learning about others.

- **Encourage Confidence:**

Cross cultural training promotes self-confidence in individuals and teams through empowering them with a sense of control over previously difficult challenges in the workplace.

- **Break Down Barriers:**

All of us have certain barriers such as preconceptions, prejudices and stereotypes that obstruct our understanding of other people. Cross cultural training demystifies other cultures through presenting them under an objective light. Through learning about other cultures, barriers are slowly chipped away thus allowing for more open relationships and dialogue.

- **Build Trust:**

When people's barriers are lowered, mutual understanding ensues, which results in greater trust. Once trust is established altruistic tendencies naturally manifest allowing for greater co-operation and a more productive workplace.

- Motivate:

One of the outcomes of cross cultural training is that people begin to see their roles within the workplace more clearly. Through self-analysis people begin to recognize areas in which they need to improve and become motivated to develop and progress.

- Open Horizons:

Cross cultural training addresses problems in the workplace at a very different angle to traditional methods. Its innovative, alternative and motivating way of analyzing and resolving problems helps people to adopt a similarly creative strategy when approaching challenges in their work or personal lives.

- Develop Interpersonal Skills:

Through cross cultural training participants develop great 'people skills' that can be applied in all walks of life. By learning about the influence of culture, i.e. the hidden factors upon people's behaviors, those who undertake cross cultural training begin to deal with people with a sensitivity and understanding that may have previously been lacking.

- Develop Listening Skills:

Listening is an integral element of effective and productive communication. Cross Cultural training helps people to understand how to listen, what to listen for and how to interpret what they hear within a much broader framework of understanding. By becoming good listeners, people naturally become good communicators.

- People Use Common Ground:

In the workplace people have a tendency to focus on differences. When cross cultural communication problems arise the natural inclination is to withdraw to opposing sides and to highlight the negative aspects of the other. Cross cultural training assists in developing a sense of mutual understanding between people by highlighting common ground. Once spaces of mutual understanding are established, people begin to use them to overcome culturally challenging situations.

- Career Development:

Cross cultural training enhances people's skills and therefore future employment opportunities. Having cross cultural awareness gives people a competitive edge over others especially when applying for positions in international companies with a large multi-cultural staff base.

Misinterpretations on account of cultural factors can be damaging to a company's business. The need is for greater understanding and adaptability. Most organizations now consider the adaptability of candidate's right from the recruitment stage. Indeed, adaptability is an essential factor in today's global business environment.

2.2. Defining Expatriate Competencies

The expatriates need to perform the same set of functions but in a completely different environment which can cause lot of stress to the person. The cultural stress will have significant impact on various aspects of the job related behavior. Most of the expatriate failures are related to lack of adjustment in new culture. Hence while defining the competencies for the expatriates' human resource professionals also need to assess the soft skills of employees which will be handy in the new environment like tolerance of cultural difference, ability to adapt new culture and interpersonal relationships. The cross-cultural skills required for successful expatriate assignment can be listed broadly as (Hofstede, 2001):

1. The capacity to communicate respect
2. The capacity to be non judgmental
3. The capacity to understand relativity of one's own knowledge and perception
4. The capacity to display empathy
5. The capacity to be flexible
6. Tolerance for ambiguity

The focus is clearly on the soft skills and emotional maturity. The people undertaking foreign assignments must be mature and stable enough to accept the existence of cultural differences. They should also be able to understand the context of various situations and happening, which calls for objective evaluation of a situation without bringing in one's own biases and perceptions.

The cross-cultural competencies have can be viewed as combination of three different dimensions that are self-maintenance dimension (mental health, psychological well-being, stress reduction and self confidence), relationship dimension (ability to foster relationship with the people of host nations and perceptual dimension (perceptions of host nation's culture and its social systems. Thus perceptions have been given an important role in defining competencies.

Most often employees tend to make perceptions based on little information they receive through the media or stories. This leads to general stereotyping causing formation of wrong notions about the host culture. The employees on expatriate assignments must be able to decode various verbal and non-verbal ways of communication used in the new culture and work in unstructured and ambiguous situations.

Hence the employees should have the ability to question the perceptions and resolve conflicts arising out of the cultural differences. The stress management skills have been given importance because the cultural differences and lack of proper socialization along with cultural shock causes stress on the expatriates. The stress might also arise from living at a distance from the family.

2.3. Design of cross-cultural training

Increased demand for cross-cultural training has led to more sophisticated training programs, but it has also caused some adverse changes in the industry. In the 1980's, training was usually offered by individuals or small consultancy groups.

For this reason trainers seem to come from a vast range of backgrounds: teachers, missionaries, aid workers, international business people, sociologists, social workers, students — virtually anyone who has lived and worked abroad. Most are expected to speak at least one foreign language. Many companies which offer these services now require that their trainers have completed some kind of intercultural training course.

The issues or focus points are very important in the cross-cultural as it is required to choose between culture specific or culture general training, which areas of the culture to focus upon and what are the personal requirements of the person who might have to deal with a situation like this. Following are some issues for the cross-cultural training:

- **Different aspects of time like punctuality-** The time factor here involve two dimensions that are punctuality and relationship dimension. While in some cultures like USA starting and ending on time are very important in others like South American countries that may be considered exceptional. Some cultures prefer to take time for relationship building, which may not be acceptable at all in others. Hence cross-cultural barriers related to time need to be taken care of.
- **Linguistic barriers-** English is being used for most transactions but then usage of English tends to change with the country contexts. For example the pronunciation in India is significantly different from the American way. Secondly certain terms may have different meaning in different languages; hence context also plays an important role. In case of countries with different language the expatriates must be trained in opening dialogues and discussions with the help of translators.
- **Different business practices** like conduct in meeting and unstructured and open discussion. Hofstede's (2001) dimensions like power distance can play an important role in situations like conduct during the meetings. In cultures with

lower power distance the employees may tend to call their bosses with their first names while this may be impossible in cultures with higher power distances.

- **Cultural stress** (ambiguity and difference of perceptions)- The training should also involve methods to counter stress and to interpret situations. The expatriates will have to understand the situations on their own and then form perceptions. The training should avoid any kind of stereotyping where trainees may be lead to believe certain things about any culture.
- **Body language and greetings**- The way emotions are expressed in the various cultures may differ, for example the face expressions and hand gestures may convey different meanings in different culture.

The cross-cultural training should have components related to both general orientation and specific skill development. The component of general orientation here consists of self assessment (dealing with change, stress management and identifying attributes) and cultural awareness (general dimensions, national values and work place incidents). The specific development on the other hand consists of knowledge acquisition (area studies, language studies and host attitudes) and skills training (case studies, area simulation and behavior modeling). Hence the training should focus on providing trainee the knowledge about national cultures and attitudes in the host country in the first phase while in second phase the trainee should be made to go through a rigorous process of handling the situations in a simulated environment. This will help the trainee to acquire hands-on experience. The following issues for cross-cultural training:

- Feed back
- Getting beyond culturally determined stereotypes
- How to raise and deal with cultural stereotype
- How to counsel employees
- Coaching and team building
- Resolving conflicts (those including various ethnic groups at work place)
- Counseling so as to go beyond all kinds of stereotypes and perceptions.

2.4. The Training Methods

The cross-cultural training evolved with usage of lecture method (originated from university of Illinois- as referred by Bhawuk and Brislin, 2000). This development was followed by contrast American method which was used to train for contrasting cultural experiences.

The various cross-cultural training methods can be explained as follows:

- **Cultural assimilator:** The cultural assimilator is a tool that consists of a number of real life scenarios describing puzzling cross-cultural interactions and expectations. The scenarios here can be defined as critical incidents which describe interactions between host and expatriates which involve misunderstanding related to cultural differences.
- **Contrast American method:** This method involves demonstration of behaviors that are completely opposed to what is seen in the current context of culture. This was used by Stewart in America to train people going abroad hence was named contrast American.
- **Self reference criterion (SRC):** Unconscious reference to one's own cultural values in communication with people who are from other cultures. This method was developed by Lee (1966), who proposed 4 step procedure to overcome self reference criteria. The first step involves defining any problem of situation in terms of the expatriate's own culture, followed by definition in the terms of host culture. The bias created by SRC is analyzed and removed in third stage which is followed by solution of the simplified business problem.
 1. **Area simulation:** The simulation is creating natural situation of interaction with people from other culture. This can be achieved using some actors who will interact with the trainee according to some predefined script.
 2. **Cultural self awareness model:** The cultural awareness model includes usage of video tapes with themes and role plays.

CHAPTER 3.

DATA AND RESEARCH METHODOLOGY

Research Objectives

1. To Understand the values, attitudes and behaviors of people in various countries that help companies to gain a competitive advantage in the global marketplace
2. To find out the impact of dealing with a different culture in today's competitive environment.
3. To understand the objectives and benefits of cross cultural training to overcome the cross-border differences

Type of Research- Exploratory Research

Data sources: The research is based on secondary data and the data is collected from various websites, Journals, Magazines, Articles and Research Paper.

Data Analysis: The report basically deals with the cultural differences that may affect motivational factors, collectivism at work place, organizational structure design etc. When organizations become cross-border entities, cross-cultural factors start affecting every aspect of the business.. The study include the various training methods, Hofstede's Cultural Dimensions of understanding the language abilities, beliefs and values, social system, business etiquettes in terms of making appointments, guidelines for business dress, welcome topics of conversations, selecting and presenting an appropriate business gifts by taking examples of various countries like China, India, Malaysia, Germany and Japan that help the companies in reducing the psychological stress and cultural shock which often lead to failure of expatriates and gain a competitive advantage in the global marketplace by understanding and learning about other cultures.

CHAPTER 4.

ANALYSIS AND DISCUSSION

Discussion on some major countries to study their corporate culture

In this report the following countries:

1. China
2. Malaysia
3. Japan
4. Germany
5. India

Corporate culture is analyzed and discussed. The cultural perspective has become popular in business studies because it offers a way of explaining performance and understanding difference. It is only one way of analyzing business, but it is an interesting one as it focuses particularly on the insider point of view, or on what it is 'really' like to work in an organization.

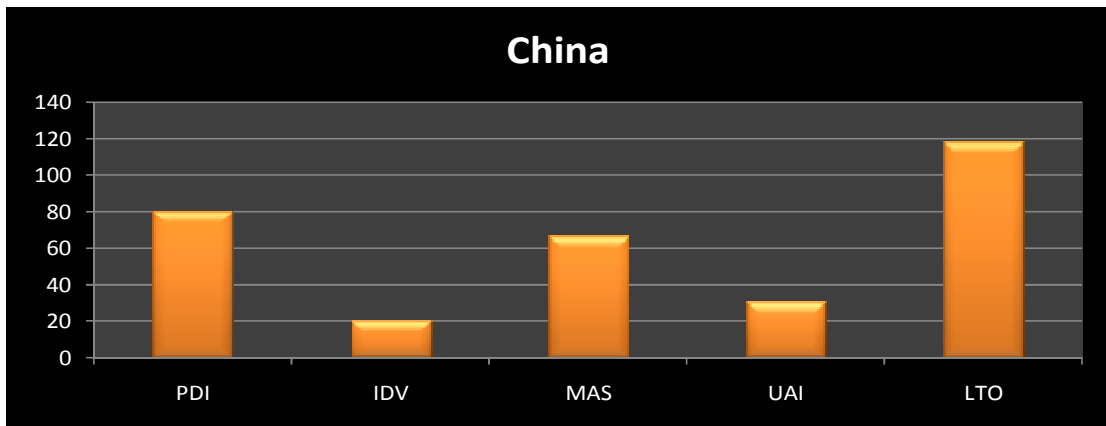
The strength of an organization's culture can and does affect a company's bottom line. A strong corporate culture stabilizes performance. Performance is more stable for strong-culture firms in highly competitive markets like motor vehicles, airlines, technology, textiles and apparel. The shared beliefs that define a corporate culture function as an informal control mechanism that coordinates employee effort.

In the global marketplace, knowledge and skills not only mean power, it can also mean your survival. Understanding the need for cultural awareness and sensitivity is just the ante to get into the game of global business. How well you play depends upon your level of cultural savvy.



4.1. CHINA

[Red with a large yellow five-pointed star and four smaller yellow five-pointed stars (arranged in a vertical arc toward the middle of the flag) in the upper hoist-side corner]



Country	PDI	IDV	MAS	UAI	LTO
China	80	20	66	30	118

Geert Hofstede analysis for China has Long-term Orientation (LTO) the highest-ranking factor (118), which is true for all Asian cultures. This Dimension indicates a society's time perspective and an attitude of persevering; that is, overcoming obstacles with time, if not with will and strength.

The Chinese rank lower than any other Asian country in the Individualism (IDV) ranking, at 20 compared to an average of 24. This may be attributed, in part, to the high

level of emphasis on a Collectivist society by the Communist rule, as compared to one of Individualism.

The low Individualism ranking is manifest in a close and committed member 'group', be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount. The society fosters strong relationships where everyone takes responsibility for fellow members of their group.

China's religion is officially designated as Atheist by the State, although the concepts and teachings of the ancient Chinese philosopher Confucius (500BC) are woven into the society at large. Some religious practice is acceptable in China; however, the government sets rigid limits.

Appointments

- Being late for an appointment is considered a serious insult in Chinese business culture.
- The best times for scheduling appointments are April to June and September to October.
- Business and government hours are 8:00 a.m. to 5:00 p.m., Monday through Saturday. There is, however, a five-day work week in larger cities. Avoid plans to visit government offices on Friday afternoon, because this is sometimes reserved for 'political studying' of the officials.
- Most Chinese workers take a break between 12:00 p.m. - 2:00 p.m. Practically everything "shuts down" during this period, including elevator and phone services.
- When scheduling appointments, be sensitive to holidays such as Chinese New Year. During May Day, or the National Day, many businesses will be closed during this period. The date of this occasion varies from year to year due to an official advisory to allow the long holidays.

Guidelines for Business Dress

- In Chinese business culture, conservative suits and ties in subdued colors are the norm. Bright colors of any kind are considered inappropriate.
- Women should wear conservative suits or dresses; a blouse or other kind of top should have a high neckline. Stick with subdued, neutral, colors such as beige and brown. Because of the emphasis on conservative, modest, dress in Chinese business culture, flat shoes or very low heels are the main footwear options for women.
- Men should wear suits and ties to formal events; tuxedos are not a part of Chinese business culture.
- Jeans are acceptable casual wear for both men and women. Shorts are reserved for exercise.

Greetings

Chinese names appear in a different order than Western names. Each person has, in this order, a family, generational, and first name. Generational and given names can be separated by a space or a hyphen, but are frequently written as one word. Most people should be addressed with a title and their last name. If a person does not have a professional title, use “Mr.”, “Madam”, “Miss”, plus the last name. A married Chinese woman usually retains her maiden name; she will use her husband's last name on occasions for formal addressing only.

Many Chinese adopt an English first name to make it easier for North Americans and other Westerners to address them.

Business Gift

- Lavish gift giving was an important part of Chinese culture in the past. Today, official policy in Chinese business culture forbids giving gifts; this gesture is considered bribery, an illegal act in this country. Consequently, the gift may be declined.
- The Chinese will decline a gift three times before finally accepting, so as not to appear greedy. Continue to insist. Once the gift is accepted, express gratitude.

- In the presence of other people, never present a valuable gift to one person. This gesture will cause only embarrassment, and possibly even problems for the recipient, given the strict rules against bribery in Chinese business culture.
- Giving a gift to the entire company, rather than an individual, can be acceptable in Chinese business culture as long as you adhere to the following rules:
 - All business negotiations should be concluded before gifts are exchanged.
 - Specify that the gift is from the company you represent. If you can, explain the meaning of the gift to the receiver.
 - Present the gift to the leader of the Chinese negotiating team.
 - Do not get anything expensive, so that the company will not feel obliged to reciprocate.

The Art of Conversation

- Chinese people appreciate a couple of words in Chinese, but the meaning and the appropriate occasions should be known for usage.
- In Chinese culture, the questions "Have you eaten?" or "Where have you been?" are pleasantries equivalent to the traditional "How are you?" in the English-speaking culture.
- Popular welcome topics are themes about China: art, scenery, landmarks, climate, and geography.
- Try to avoid political-related discussions, such as the Cultural Revolution or Chairman Mao, the "Tibet" and "Taiwan" questions, human rights, animal treatment.
- Chinese people are very careful about strong negative statements. For instance, negative answers are considered impolite, so find alternatives ("I'll think about it"/"maybe"/"we'll see") instead of a blunt "no".

Points before negotiating

- You may have to make several trips to China to achieve your objectives. Chinese businesspeople prefer to establish a strong relationship before closing a deal.

- It is beneficial to bring your own interpreter, to help understand the subtleties of everything being said during meetings.
- Speak in short, simple, sentences free of jargon and slang. Pause frequently, so that people understand everything said.
- A lot of presentations need to be made at different levels of the organization.
- Belief in the Communist party line will be a dominant influence in all negotiations.
- Empirical evidence and other objective facts will be accepted only if they do not contradict Communist party doctrine and one's feelings.
- The Chinese are very keen about exchanging business cards. So, bring plentiful supply. Ensure that one side is in English and the other is in Chinese, preferably in the local dialect. Include professional title on the business card. In Chinese business culture, the main point of exchanging business cards is to determine who is the key decision-makers on the other side of business.
- It's an asset to print business cards in gold ink. In Chinese business culture, gold is the color of prestige and prosperity.
- Only the senior members of your group are expected to lead the discussion. Interruptions of any kind from subordinates are considered impolite by the Chinese.
- The Chinese tend to extend negotiations well beyond the official deadline to gain advantage. On the final day of your visit, they even may try to renegotiate everything.

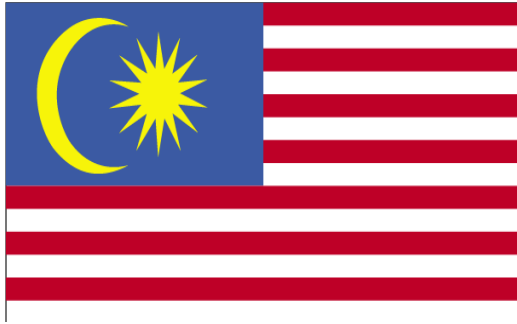
Business meetings and meals

- Business lunches are growing in popularity. Business breakfasts, however, are not a part of Chinese business culture, except in Guangdong, Hangzhou and Fujian province where the 'Morning Tea' is very popular.
- Banquets are hosted with varying degrees of extravagance, usually in a restaurant. It is better to wait to be seated, as there is a seating etiquette based on hierarchy in Chinese business culture.
- Business is not discussed during the meal.

- Leaving a 'clean plate' is perceived to mean that you were not given enough food- a terrible insult.
- One important part of Chinese business entertaining is a tea drinking ritual known as 'yum cha.' It is used to establish rapport before a meeting or during meals. It is appreciated to eat with chopsticks.
- In accordance with Chinese business etiquette, the host will not initiate the guests' departure.
- Tipping is generally considered an insult in China. Most government operated hotels and restaurants prohibit acceptance of tips.

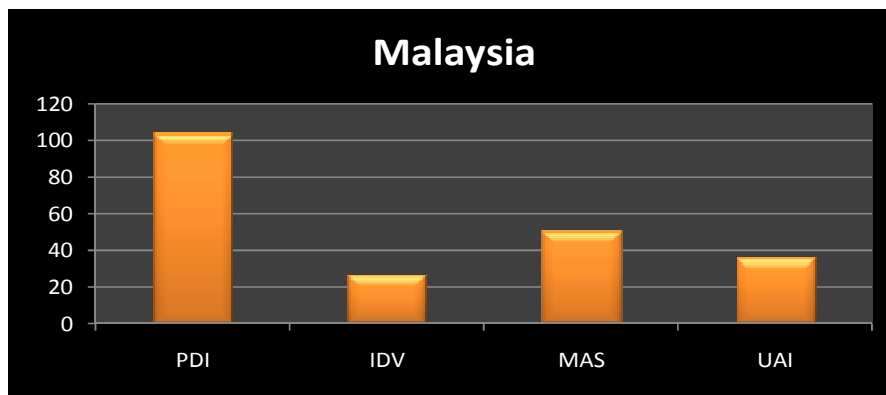
Public conduct

- The Chinese sometimes nod as an initial greeting. Bowing is seldom used except in ceremonies. Handshakes are also popular.
- The Chinese do not use their hands when speaking, and prefer the speaker not to use hand gestures.
- Smiling is not as noticeable in China, since there is a heavy emphasis on repressing emotion.



4.2. MALAYSIA

[14 equal horizontal stripes of red (top) alternating with white (bottom); there is a blue rectangle in the upper hoist-side corner bearing a yellow crescent and a yellow 14-pointed star; the crescent and the star are traditional symbols of Islam; the design was based on the flag of the US]



Country	PDI	IDV	MAS	UAI
Malaysia	104	26	50	36

Malaysia is a constitutional monarchy with an elected federal parliamentary government. The country is comprised of 13 states, 11 on the Malay Peninsula and two, Sabah and Sarawak, on the island of Borneo. There is also a federal district, which contains the capital city of Kuala Lumpur, the administrative center of Putrajaya, and the island of Labuan (located off the southwest coast of Sabah). Malaysia is a multi-ethnic country of 27 million people. Malays form the predominant ethnic group. The two other large ethnic groups in Malaysia are Chinese and Indians. Islam is the national religion. Bahasa Malaysia is the official language, although English is widely spoken.

Malaysia has one of the highest ranks on the PDI which shows high divide between the rich and the poor. The combination of these two high scores (UAI) and (PDI) create

societies that are highly rule-oriented with laws, rules, regulations, and controls in order to reduce the amount of uncertainty, while inequalities of power and wealth have been allowed to grow within the society. These cultures are more likely to follow a caste system that does not allow significant upward mobility of its citizens.

When these two Dimensions are combined, it creates a situation where leaders have virtually ultimate power and authority, and the rules, laws and regulations developed by those in power, reinforce their own leadership and control. It is not unusual for new leadership to arise from armed insurrection – the ultimate power, rather than from diplomatic or democratic change.

Appointments

- All correspondence with government officials must be in the language of Bahasa Malaysia. An accompanying translation in English can be provided.
- Although most Malays are Muslim, not all of Malaysia follows the traditional Islamic working week in which Friday is the Islamic holy day and the weekend takes place on Thursday and Friday.
- The Malaysian capital city, Kuala Lumpur, is in the state of Selangor, where the working week is Monday through Friday.
- Standard business hours are 8:00 a.m. to 5:00 p.m. Monday through Friday; offices are sometimes open half a day on Saturday, usually in the morning.
- Holidays in Malaysia vary from state to state. The observant Muslim states do not celebrate any non-Islamic holidays such as Christmas and Easter.
- The majority of Malaysian business people is Chinese; expect them to be punctual. Most government officials, however, are ethnic Malays who have more of a relaxed attitude toward time. Although business travelers are expected to be on time.

Guidelines for business dress

Malaysia is incredibly hot and humid throughout the year. The temperature ranges from 75-95 F and humidity between 60 and 70%. The monsoon season runs from September through December, but sudden showers occur all year long. Many people carry an umbrella every day.

- Avoid wearing yellow because it is the color reserved for Malaysian royalty.
- As a foreigner, Dress more conservatively.
- Business dress in Malaysia is often casual because of heat and humidity. Standard formal office wear for men is dark trousers and a light-colored long-sleeved shirt and tie, without a jacket. Many businessmen wear a short-sleeved shirt with no tie.
- Standard business attire for women includes dresses and light-colored, long-sleeved blouses and skirts. Women must be sensitive to Muslim and Hindu beliefs, and, consequently, wear blouses that cover at least their upper arms. Skirts should be knee-length or longer. In Malaysia, clothing styles for businesswomen tend to be frilly and ornamental.

Addressing others

Addressing Malaysians properly can be difficult, especially for Westerners unfamiliar with the naming patterns of the country's various ethnic groups. During an introduction, make a point of repeating the title and name of the person; afterwards, ask if you are pronouncing everything correctly. .

Most businesspeople should be addressed with a title and name. If a person does not have a professional title [i.e., “Professor”, “Doctor”, “Engineer”], a Westerner may use courtesy titles such as “Mr.” or “Mrs.”, plus the name.

Malaysia is a constitutional monarchy with nine royal houses. With so many royals, foreigners are likely to encounter one eventually. Titles and forms of address vary. The best strategy is to ask a native how a particular royal should be addressed.

Business gift

- Gifts are usually reserved for friends. Before giving a gift of any kind, first establish a personal relationship with the recipient. Otherwise, the gift may be perceived as a bribe.
- The Malaysian Anti-Corruption Agency has exceptionally strict laws against bribery. Moreover, giving a gift that seems too generous may be interpreted as a bribe.
- Recommended business gifts include quality pens, desk accessories, and items representative of your country or city.

Points before negotiating

- Business cards should be printed in English. Since a high proportion of Malaysian businesspeople are Chinese, it will be an asset to have the reverse side of your card translated into Chinese. Moreover, gold ink is the most prestigious color for Chinese people. Ensure the business card outlines your education, professional qualifications, and business title.
- Expect negotiations to be slow and protracted. Getting acquainted is the main purpose of the first meeting.
- It is important for foreign business executives to develop a personal relationship with their Malaysian counterparts.
- Ethnic Malays tend to be subjective, associative thinkers. They will often involve themselves personally in problem-solving, rather than seek guidance from a specific set of laws or rules. Subjective feelings, combined with the Islamic faith, tend to guide perceptions of the truth among ethnic Malays.

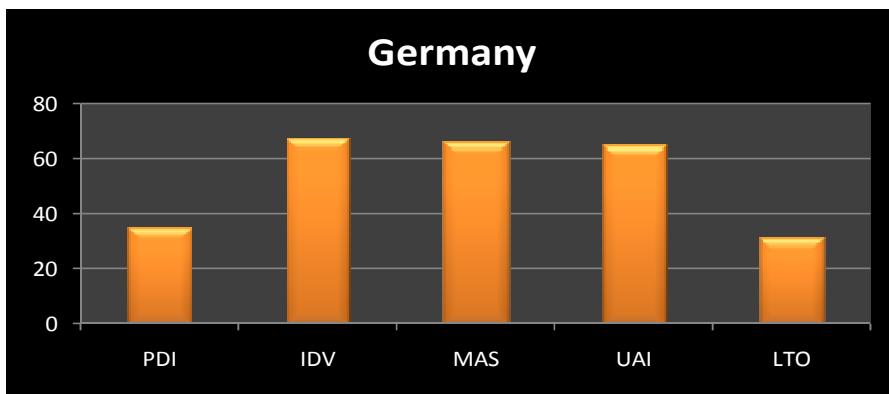
Public Conduct

- Malay hosts monitor guests very closely; they do business only if they are confident that the guest wants to establish a personal relationship with them.
- In the early stages of the visit, many social invitations may be received. Social invitations of any kind must be accepted; these occasions are an important part of doing business in Malaysia.
- Follow Malaysian business etiquette and respond to any invitations received in writing. As a general rule, spouses may be invited to dinners but not to lunch. Business is not discussed on occasions where spouses are present.
- The highest Malaysian officer in attendance or the host is usually in charge of the seating arrangements. Seating is done in a particular order.
- Before entering a home or mosque, remove your shoes and sunglasses. Women are required to cover their heads in holy places.

4.3. GERMANY



[Three equal horizontal bands of black (top), red and gold] Germany is a modern and stable democracy. Tourist facilities are highly developed. In larger towns, many people can communicate in English.



Country	PDI	IDV	MAS	UAI	LTO
Germany	35	67	66	65	31

Appointments

- German business culture is very punctual.
- The preferred times for business appointments are between 10:00 a.m. and 1:00 p.m. or between 3:00 p.m. and 5:00 p.m. Avoid scheduling appointments on Friday afternoons, as some offices close by 2:00 p.m. or 3:00 p.m. on Fridays.
- Avoid making appointments during vacation and festival periods. Germans generally have six weeks of paid vacation, which means someone is almost

always “in Urlaub” [“on holiday”]. For instance, Germans commonly take long vacations during July, August, December and Easter.

Guidelines for business dress

- Dress in corporate business and banking is generally formal, dark and conservative suits for both men and women. Otherwise, business dress is relatively casual. Dress codes in the IT sector are very casual.
- Germans tend to dress in more conservative, muted colors, both in business and social environments.
- Women should also avoid excessively ornate jewelry or displaying items of conspicuous wealth, especially in the former East Germany.

Art of conversation

- The concept of “mingling” doesn't really exist in the German culture. Take the first step as the newcomer to introduce yourself to an established group when you arrive in a new environment [e.g. office, student dormitory, social gathering, new neighborhood, etc.].
- Giving compliments is not part of German business protocol and can often cause embarrassment and awkwardness. Employees would, of course, be appreciative of praise from superiors, but do not expect it. Compliments, especially from strangers or very casual acquaintances can, in fact, be taken with suspicion.
- Germans traditionally use “Wie geht es Ihnen?” [“How are you?”] in contrast to the common English usage of “How's it going?”

Overview of German management and practices

- German management has evolved over the centuries and has established itself since World War II, has a distinct style and culture.
- The German style of competition is rigorous but not ruinous. Although companies might compete for the same general market, as Daimler-Benz and BMW, they generally seek market share rather than market domination. Many compete for a specific niche. German companies despise price competition.

Instead, they engage in competition on the basis of excellence in their products and services. They compete on a price basis only when it is necessary, as in the sale of bulk materials like chemicals or steel.

- The German manager concentrates intensely on two objectives: product quality and product service. A German manager believes deeply that a good-quality production line and a good-quality product will do more for the bottom line than anything else. Relations between German managers and workers are often close, because they believe that they are working together to create a good product.
- If there is a third objective beyond quality and service, it is cooperation with government. German industry works closely with government.
- The German management style is not litigious. Neither the government, the trade unions, nor the business community encourages litigation. Disagreements and differences are usually settled quietly, often privately.

A German management style can be referred, with the following characteristics: collegial, consensual, product- and quality-oriented, export-conscious, and loyal to one company and committed to its long-term prospects

Addressing others

- First names are usually reserved for family members, as well as friends and close colleagues. It's not uncommon for colleagues who have worked together for years to remain on a formal, last name basis.
- It's common courtesy here to say "Guten Tag" ["hello"] upon entering an establishment, and later "Vielen Dank, auf Wiedersehen" ["thank you, goodbye"] when leaving.
- Any effort, small or large, to learn and use some basic expression of courtesy is appreciated. These might include:

Danke "Thank you". Vielen Dank "Thank you very much" .

Bitte schön "You're welcome" . Guten Tag "Hello" .

Guten Morgen "Good morning" . Guten Abend "Good evening" .

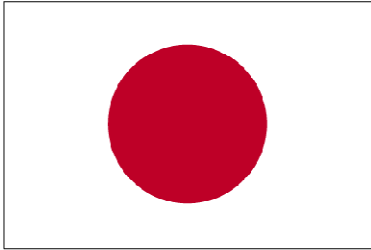
Business Gift

In Germany, a small gift is polite, especially when contacts are made for the first time. Even small souvenir-style gifts to thank local staff for their assistance and hospitality during your stay at a company will always be appreciated

Gifts are expected for social events, to express gratitude after being invited to a dinner party at a home. A bouquet of flowers [though not red roses] for the lady of the house is a typical gift. Upon returning send a hand-written thank you card to the hosts for their invitation.

Business meeting and meals

- Breakfast meetings are not part of German business culture. German businesspeople, as a rule, do not make business decisions during mealtimes.
- On attending a business meal, wait for the host to initiate most things - drinking wine, eating and conversation. It is polite to wish everyone "Guten Appetit" before starting to eat. When drinking, you can toast with "Prost" or "Zum Wohl".
- The German etiquette says that the person making the invitation should pay the bill. For restaurants and taxis, a tip of 10% or slightly less is sufficient.



4.4. JAPAN

[white with a large red disk (representing the sun without rays) in the center]

Japan is an island in Asia with about 120 million people, but yet not much larger than Italy or the state of Montana in geographical size. Because it is such a mountainous country, you will find most of the population centered in specific areas, mainly Tokyo, Yokohama, Osaka, and Nagoya in that order.

The Japanese have a very complex and developed society with an equally established set of business standards. There are many different aspects of Japanese business etiquette that exist. Perhaps the most important thing to acknowledge is that the Japanese are very relationship oriented. In Japanese business culture, employees are often hired for life. This means that there is a mutual understanding that the employee will likely remain with the company for the rest of his or her working life.

Relationships are critical in Japanese business etiquette, which means that a foreigner traveling to Japan for business purposes should focus on building a relationship just as much as any other objective during the trip.

Business Mentality

- Connections are very helpful in Japan. So, choose the point of contact carefully before making any deal negotiation.
- Negotiations generally have an atmosphere of deep seriousness. In order to succeed, you must describe how the product can enhance the prosperity and reputation of your Japanese counterparts.
- Japanese prefer verbal agreements to written ones.
- Decisions are made only within the group. Foreigners must gain acceptance from the group before they can have influence in the decision-making process.
- Decisions are made swiftly and efficiently.

- Relationships are critical in Japanese business etiquette, which means that a foreigner traveling to Japan for business purposes should focus on building a relationship just as much as any other objective during the trip.

Guidelines for Business Dress

- There is an appreciation for variations in material and color and fashion overall. For women making visits to Japan, it would be wise to stick with a formal outfit in order to win over respect
- For social events, dressing totally depends on what kind of gathering it is. For formal party formal clothing is required. For a non-formal outing, dressing conservatively is preferred.

Greetings

- A bow ('ojigi') can be a way of greeting. This simple gesture can help a Western entrepreneur in establishing rapport with a potential Japanese client. The depth of the bow depends on your counterpart status
- Avoid address your Japanese counterpart by their first name unless invited. Use the titles 'Mr.' or 'Mrs.' or add 'san' to their family name; for example, Mr. Hiroshima will be "Hiroshima san".

Business Gift

- At business meetings, it's not uncommon to present with a gift or something that represents the guests culture
- As when receiving business cards, receive the gift with two hands. Also present the gift to your counterpart with two hands.

Points to know before Negotiations

- Japanese are very traditional in their ways, so on introducing a new idea, it could take a long process.
- The business pace in Japan is relatively slow, possibly the slowest in Asia. Many rounds inclusive of visits teleconferences, emails will be required before finalizing any deal.
- Japanese are very analytical in their process. They want everything analyzed as much as possible.

Business meetings and meal

- Punctuality is essential. Japanese believe it is rude to be late.
- Business in Japan cannot begin until the exchange of business cards or 'meishi' has been completed. Use both hands to present your card, which should be printed in both languages.
- It is a distinctive asset to include information such as membership in professional associations.
- Offering gifts is a very important part of Japanese business protocol. The emphasis is on the ritual itself rather than on the content of the gift. Gifts are opened in private to avoid the 'loss of face' of a poor choice.
- White flowers of any kind should be avoided. Giving four or nine of anything is considered unlucky. Red Christmas cards should also be avoided, since funeral notices are usually printed in this color.
- When finishing a meal, leave a small portion of food on your plate to indicate that you enjoyed it. Slurping your noodles and tea is encouraged in Japan.



4.5. INDIA

[Three equal horizontal bands of saffron (subdued orange) (top), white, and green with a blue chakra (24-spoked wheel) centered in the white band].

Country	PDI	IDV	MAS	UAI	LTO
India	77	48	56	40	61

India has Power Distance (PDI) as the highest Hofstede Dimension for the culture, with a ranking of 77 compared to a world average of 56.5. This Power Distance score for India indicates a high level of inequality of power and wealth within the society. This condition is not necessarily subverted upon the population, but rather accepted by the population as a cultural norm.

India's Long Term Orientation (LTO) Dimension rank is 61, with the world average at 48. A higher LTO score can be indicative of a culture that is perseverant and parsimonious.

India has Masculinity as the third highest ranking Hofstede Dimension at 56, with the world average just slightly lower at 51. The higher the country ranks in this Dimension, the greater the gap between values of men and women. It may also generate a more competitive and assertive female population, although still less than the male population.

India's lowest ranking Dimension is Uncertainty Avoidance (UAI) at 40, compared to the world average of 65. On the lower end of this ranking, the culture may be more open to unstructured ideas and situations. The population may have fewer rules and regulations with which to attempt control of every unknown and unexpected event or situation, as is the case in high Uncertainty Avoidance countries.

Demographic Profile

Contrary to its image, India is a surprisingly young country, with a median age of 24. Around 40% of its population falls in the range of 20-44 years. Compared to the older generation, this younger generation is more confident, has more liberal and consumerist values, and is more ambitious. More than 70% of India's population lives in villages, and subsists on agriculture. However, the contribution of agriculture is only 23%.

India has one of the largest populations of technically qualified manpower, comprising around 15 million doctors, engineers and scientists. On the other hand, the literacy rate in the country is just over 50%.

India has a large linguistic diversity. It has 18 constitutionally recognized major languages, in addition to around 1,600 other languages and dialects. There is no single language which is spoken by all Indians. According to the constitution, Hindi is the official national language. However, less than 40% of people in India can speak or understand Hindi. English is the co-official language, since it is spoken by most of the educated Indian class, and is the common language used in business situations.

Appointments

- It is advisable to schedule appointment at least a couple of months in advance
- There is a distinct difference in the cultures of the government departments and business organizations. Compared to a business organization, it is normally more difficult to get an appointment with officials in a government department.
- Be prepared for last minute changes in the time and place of your meeting. It is useful to leave contact details with the secretary of the person, so that, in case there are changes, you can be informed.
- Normal office hours are 10:00 a.m. to 5:00 p.m. Lunch is for two hour, between 12:00 p.m. and 2:00 p.m.
- In recent years, there is a trend towards luncheon meetings and 'power breakfasts', which are often the times when business is discussed.

- Dinner appointments for business purposes are rare. Official dinners are mostly hosted as large gatherings, and are mainly meant for socializing and getting to know each other.
- The business and official work in India are done using the western 'Christian' calendar. The convention for writing dates is dd/mm/yy, e.g., December 25th, 2004 will be written as 25/12/04.
- India has a long list of holidays.

Guidelines for business dress

In recent years, the dress code in Indian business settings has undergone a transformation. Moreover, it also differs widely across regions and business sectors. Therefore, it is difficult to make a generalization about the most appropriate way to dress that will be valid across India. However, the following points should assist you in making the right decision.

- Normal business dress for men is a suit and tie. It is also important to select neutral colors, which are subdued and not very bright.
- For foreign women, pant-suits or long skirts, which cover the knees, are more acceptable to wear. The neckline of the blouse or the top should be high. For women, a salwar-suit is also acceptable for business dress.
- Most Indians enjoy good conversation on a variety of topics. Even in business meetings, it is common and normal to start discussions with 'small talk' on other unrelated issues. In general, Indians are open and friendly, and compared to many countries in the West, have a lesser sense of privacy.
- Indians seldom express their disagreement in a direct manner; open disagreement is likely to be interpreted as being hostile and aggressive.

Greetings

- When addressing a person, it is advisable to prefix the name with a 'Mr.', 'Mrs.' or 'Miss', or the professional title of the person ['Doctor' or 'Professor'] unless the person asks you to refer to him by his/her first name.
- In North India, most people have a family name [e.g., Sharma, Patel, Singh, etc.], and the names are written in the western style--first name followed by the surname. Sometimes, there may also be a middle name, such as 'Chandra', 'Kumar', 'Prasad', etc. For instance, Mr. Praveen Chandra Kulkarni will be addressed as Mr. Kulkarni--or as Praveen, if the relationship is informal.
- In contrast, in southern states, men do not have a family name. Instead, the name of one's father and/or the ancestral village/town is used for the purpose. These are normally abbreviated and prefixed before the first name. For instance, a south Indian name 'Kamundari Ranganathan Gurumurthy' will be written as 'K. R. Gurumurthy', signifying that the person's ancestral place is 'Kamundari', father's name is 'Ranganathan', and his first name is 'Gurumurthy'. He will be addressed as Mr. Gurumurthy--or if the relationship is informal, as just Gurumurthy.

Business Gift

- Gift giving is customary in India, and is seen as a sign of friendship. It is advisable not to give expensive gifts.
- If you are visiting an Indian during a festival, it is customary to carry a box of sweets.
- Drinking alcohol is culturally not accepted in most parts of India. Many Indians do not drink at home. However, if your host drinks and keeps drinks at home, a bottle of Scotch whisky or wine will be appreciated.

Points to know before negotiation

Like the rest of India, Indian business culture is also very diverse and heterogeneous. While the following points would help in negotiating a deal, it is important to be sensitive to, and appreciate, the diversity of Indian business culture, which varies across regions, sectors, and ownership patterns.

- A large part of Indian businesses are family-owned or 'owned' by members of different social communities. Among these, Parsi, Marwari, Gujarati and Chettiar communities are the prominent ones, and have controlling interests in some of the largest Indian business houses. Though many of these business houses are quite modern/western in their working and operations, and follow the international norms for doing business - nevertheless, it is useful to understand their specific community culture.
- In addition, there are differences between the government-owned public sector companies, which are more often bureaucratic and hierarchical, compared to many of their private sector counterparts, and the 'new economy' service sector companies [IT, telecom, insurance, etc.], which are in turn more egalitarian and flexible than the traditional manufacturing-sector firms.
- There are also regional differences in business etiquette. For instance, broadly speaking, the southern Indian companies are more conservative when compared to the north, or the western part of the country. These sectors, in turn, tend to be more individualistic and assertive than the eastern portion of India.
- Presenting and exchanging business cards are a necessary part of doing business in India.
- English is the common language for conducting business, and therefore, it is not necessary to get your card translated into any Indian language.

Business meetings and meals

- Business lunches are preferable to dinners in India. However, in recent times, business dinners and 'power breakfasts' are also becoming popular
- Most Indian dishes are quite spicy to the western palate. While ordering Indian food you might want to ask the waiter/steward how spicy a given dish will be.

- Normally, excessive tipping is not encouraged, but a certain amount of tip is expected. In most restaurants, 10% is a sufficient tip, which may be added to the bill.
- Hospitality is a key value in Indian culture, and the guest is considered the equivalent to a god. Indians normally go out of their way to accommodate the requirements of the guests.
- It is common practice in India to offer beverages [tea, coffee or soft-drink] with some light snacks/ refreshments to a guest, even in business settings.

Intermediaries, protocols, and the negotiating process

- Indian laws and bureaucracy are quite intricate and cumbersome. Besides the statutes of the Central government, there are numerous pieces of legislation which differ considerably across the states. It is, therefore, advisable to hire an Indian lawyer or liaison person, who can help you to maneuver through these intricacies.
- Hierarchy matters in India.
- Despite gradual changes in societal values, respect for age, loyalty to one's family, community or group, and practice of certain religious rituals are still observed in Indian work-settings, in varying degrees.
- The pace of business meetings in India is comparatively far more relaxed than in some of the western countries, such as the United States.
- Indians do not directly jump into business negotiations; in fact, that may be seen as rude. Building a relationship is often considered a prerequisite to doing business.
- Meetings normally start with small talk about non-work-related topics [ranging from weather to whether your journey was comfortable], before people start talking about business issues. Do not feel surprised if you are asked some 'personal' questions about your family, children, etc.

- Similarly, showing hospitality is part of the negotiation process. Often meetings start by offering tea/coffee and snacks. It is courteous to accept the offer. Compared to many other cultures, relationships and feelings play a larger role in decisions in India. In general, Indians tend to take larger risks with a person whose intentions they trust. Thus, one's credibility and trustworthiness are critical in negotiating a deal.
- Indians are 'polychronic' people, i.e., they tend to deal with more than one task at the same time. One must appreciate that such behavior/occurrences do not show a lack of interest or attention.
- One should be prepared for questions and enquiries, which may not seem to be directly related to the subject.
- PowerPoint presentations are generally accepted to start the discussion. It is necessary, however, to send a more detailed proposal in advance.
- Do not insist on commitment in the first meeting. Making a decision, in Indian organizations, is often a long-drawn out process. This is not only because of the bureaucratic nature of many Indian organizations, but also because a decision may have to be ratified by people who may not be present at the negotiating table.

4.6 FINDINGS

- The business model of many upcoming industries is dependent heavily on the foreign markets. This increases the need of professionals working in foreign cultural settings.
- China is a collectivist society and focuses on strong relationships while Germany is an Individual oriented Society.
- Small talk is not appreciated in Germany while it is common in India. Business is fact based in Germany and Communism influenced in China.
- Physical interactions are avoided in China and Japan.
- In Japan more impetus is on connections and relations, in India it is on hospitality, in Germany it is on direct communication, in Malaysia it is on specific set of rules and in China it's on collectivism.
- Work life balance is of great importance in Germany and there is no discussion of business during informal meetings.
- Malaysian business is a little conservative to women as compared to the other countries.
- Japan takes a lot of time before negotiation and acceptance of any proposal, because they analyze a lot over the proposal. Concentration should be given over presenting points as to why the proposed product would increase the honor of their counterparts
- Germany focuses more on product quality and differentiation rather on price.
- China's business culture is guided by communist rule.
- Learning basis words of German would help as English is not a dominant language there.
- Japan focuses more on growth of personal relationship before finalizing any business.

CHAPTER 5.

RECOMMENDATIONS AND CONCLUSIONS

5.1 Conclusion

It is imperative that employees who are to be expatriated are well informed regarding the challenges they might face in a foreign land. Coping with a foreign culture both organizational and national needs well-planned preparation.

A well structured cross-cultural training will help the employees to prepare for coping with the changes in the working styles, beliefs and values they are expected to face. A large degree of uncertainty which an employee might face while moving to a foreign land and culture can be reduced through organizational support in terms of training. The huge costs that an organization might face due to expatriate failure are of high concern. Preparing the employees for a foreign assignment is mutually beneficial to the organization and the employee. For the employees, a well delivered training can help in managing with the new situations, while for the organization this helps in getting the best of the employee in terms of work output through maintaining the employee morale and motivation.

With the growing influence of foreign markets and increasing growth prospects for multinational business models, it is of high importance that companies prepare their employees to be fit for global assignments.

5.2 Recommendations

- When organizations become cross-border entities, cross-cultural factors start affecting every aspect of the business. These cultural differences may affect motivational factors, collectivism at work place, organizational structure design etc.
- The term cross-cultural training hence is broad enough to include differences in areas like language abilities, business etiquettes, beliefs and values, social system, negotiating styles etc. of any culture.
- This task can be achieved by well designed cross-cultural training programs which will help employees in coping up with the stress and cultural shock while dealing with a new culture.
- Cross cultural trainings help the companies to gain a competitive advantage in the global marketplace by understanding and learning about other cultures.
- Hence cross-cultural training can be seen as a tool for improving the corporate culture and practices by constantly learning through induction of foreign nationals in the organizations.
- Further the cross-cultural training will help to reduce the psychological stress and cultural shock which often lead to failure of expatriates.
- The training should include:
 1. Fact-oriented training.
 2. Cultural awareness training, the study of the trainee's home culture and its effect on his/her behavior to enable the trainee to understand the nature of cultural differences.
 3. Cognitive-behavior modification, to assist trainees to be able to obtain rewards and avoid punishment in the host culture.
 4. Experiential learning, active participation learning about a specific host culture.
 5. Interaction learning, for trainees to feel more comfortable with host nationals and to learn details about life in the host country. Language

training aids in communications demonstrate an attitude of attempting to learn about the host culture enables one to be polite and permits understanding.

Some etiquette tips

- Building relationships

Take time to get to know the international clients and build rapport before the start of the business. Business relationships are built on trust that is developed over time, especially with people from Asia and Latin America.

- Dressing conservatively

People from other parts of the world(except USA) are generally more conservative. The choice of business attire is a signal of respect for the other person or organization.

- Observe the hierarchy

It is always better to be informed who the highest-ranking member is when dealing with a group. To avoid embarrassment, err on the side of age and masculine gender, only if unable to discover the protocol. If interacting with the Japanese, it is important to understand that they make decisions by consensus, starting with the younger members of the group.

- Understanding the handshake

With a few exceptions, business people around the world use the handshake for meeting and greeting. However, the American style handshake is not universal. Variations in handshakes are based on cultural differences. The Japanese give a light handshake. Germans offer a firm shake with one pump. Middle Eastern people will continue shaking your hand throughout the greeting.

- Using titles and correct forms of address

In the United States people are called by their first name. Use titles and last names until invited to use the person's first name. However, In some cases, Use of first names is reserved for family and close friends in some cultures. Earned academic degrees are acknowledged. For example, a German engineer is addressed as "Herr Ingenieur" and a professor as "Herr Professor".

- Exchange business cards

The key to giving out business cards in any culture is to show respect for the other person. Present your card so that the other person does not have to turn it over to read your information. Use both hands to present your card to visitors from Japan, China, Singapore, or Hong Kong. When received someone else's business card, always look at it and acknowledge it.

- Valuing time

Stick to the rules of punctuality, but be understanding when your contact from another country keeps you waiting.

5.3 Limitation of the study

There are a couple of limitations to this study. As, it focuses on five different cultures only, which limits the ability to make generalizations from the results. The contribution of this study cannot represent a complete and comprehensive body of research on cross-cultural training, because more than practical, theoretical work is known.

Generalizing a complete culture is not always right or possible. As the determinant of culture are also individual value and beliefs.

Also, this research is based on secondary data. In practice, knowledge about any country is most provided by living there or hiring people who have lived in that culture. Theoretical knowledge is not sufficient for learning about cultures.

5.4 Scope of the Study

The development in the field of cross-cultural training over the past 50 years shows an encouraging sign of evolution of more theoretically meaningful training methods and tools. It can be expected that more theory-based training methods and material are likely to be developed in the future.

More theory-based culture assimilators like the Individualism and Collectivism Assimilator (Bhawuk, 1995), theory-based exercises and simulations (Brislin & Yoshida, 1994b; Cushner & Brislin, 1997), and behaviour modelling type of programmes (Harrison, 1992) based on social learning theory are likely to emerge. Culture assimilators are also likely to remain the most popular method, as this tool has evolved from culture-specific to culture general to culture-theory-based format (Bhawuk, in press, 1996), and many computer-based and multimedia assimilators (Bhawuk et al., 1999) are likely to emerge also in future. Computer-based negotiation tasks or other such activities may need to be developed and validated to enable the evaluation of training programmes that are designed to prepare people for intercultural negotiations. Many behavioral measures are also likely to be developed to measure the impact of cross-cultural training on intercultural interactions.

Experiential methods have persisted for 50 years, and are likely to see the development of more innovative experiential exercises in the future.

Practitioners are likely to encounter more sophisticated participants who have some exposure to cross-cultural issues through coursework at universities or through orientation programmes conducted by international student offices in student dormitories.

Thus, there will be an increased demand for newer and more sophisticated training tools, challenging both research and practice, and the experiential exercises are likely to become more complex, and will probably use more than one medium (e.g. audio, visual, discourse, models, and so forth). Therefore, this field is likely to blossom manifold in the future global village, where intercultural skills will become a prime necessity.

CHAPTER 6.

REFERENCES

- Bean, R. (2006): Cross-Cultural Competence and Training in Australia. Cultural Competence in the Health Care Industry.
- Bean, R. (2006): The Effectiveness of Cross-Cultural Training in the China Context.
- Chang, W.-W. (2009): Cross-cultural adjustment in the multinational training programme. Human Resource Development International.
- Eisenbruch, M.: The Lens of Culture, Lens of Health. (2004): Toward a Framework and Toolkit for Cultural Competence. In: UNESCO Asia-Pacific Regional Training Workshop, Germany.
- Gertsen, M (1990).: Intercultural competence and expatriates. International Journal of Human Resource Management.
- Hammer, M.R., Bennett, M.J., Wiseman, R.: Measuring Intercultural Sensitivity. (2003): The Intercultural Development Inventory. International Journal of Intercultural Relations.
- Lee, L.-Y., Li, C.-Y. (2008): The moderating effects of teaching method, learning style and cross-cultural differences on the relationship between expatriate training and training effectiveness. The International Journal of Human Resource Management.
- Miralles, J., Migliorino, P (2005): Discussion Paper: Increasing Cultural Competency for Healthier Living. National Health and Medical Research Council, Canberra.
- Okpara, J.O., Kabongo, J.D (2011).: Cross-cultural training and expatriate adjustment: A study of western expatriates in Nigeria. Journal of World Business.

- Puck, J.F., Kittler, M.G., Wright, C. (2008): Does it really work? Re-assessing the impact of pre-departure cross-cultural training on expatriate adjustment. *The International Journal of Human Resource Management*.
- Qin, C., Baruch, Y. (2010): The impact of cross-cultural training for expatriates in a Chinese firm. *Career Development International*.