

Working Across Cultures – India

Cultural Profile

Module 13

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Importance of Cultural Understanding

- Cultural Profile
 - Kinship
 - Economy
 - Associations
- Harris and Moran
 - Education, Politics, Religion, Health, Recreation
- GLOBE
 - Assertiveness, Future Orientation, Performance Orientation, Humane Orientation
- Orientation To:
 - Time, Change, Material Factors, Individuals
- Hofstede
 - Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity

Map of India



Cultural Profile of India

- Kinship
 - Family is the most important social unit
 - Marriage is nearly universal and divorce is rare.
 - Among elite, non-arranged marriages are increasingly common
 - The senior male typically is the family head, and his wife regulates the tasks assigned to female family members

Cultural Profile of India

- Economy
 - Traditional village farming
 - Modern agriculture
 - Handicrafts
 - Modern industries
 - Growing multitude of services companies
 - About three-fifths of the work-force is in agriculture
 - Government controls on foreign trade and investment have been reduced in some areas, but high tariffs are still in place

Cultural Profile of India

- Associations arise out of the formal and informal groups that make up society
 - Associations in India are seen as serving the overall needs of the nation at the same time as representing the needs of a group and its members

Examples

- Advertising Agencies Association of India
- Agribusiness Information Center
- Agricultural Development & Training Society
- Builders Association of India

Harris and Moran – Education

- India has an ancient tradition of education
- Major seat of education in the world
- Primary school is free and officially compulsory
- For women, education is free up to the undergraduate level

Harris and Moran – Politics

- Federal parliamentary representative democratic republic
 - Head of state: Prime Minister
- Branches of Government
 - Executive
 - Legislative
 - Judicial
 - Foreign Relations

Harris and Moran – Religion

- India is the birthplace of many of the world's religions. Hinduism, Buddhism, Jainism and Sikhism all originated in India.
- 2006 Law: can not convert from Hinduism to Christianity or Islam with out permission from authorities

Religion	Persons	Percent
All Religions	1,028,610,328	100.00%
Hindus	827,578,868	80.46%
Muslims	138,188,240	13.43%
Christians	24,080,016	2.34%
Sikhs	19,215,730	1.87%
Buddhists	7,955,207	0.77%
Jains	4,225,053	0.41%
Others	6,639,626	0.65%
Religion N/A	727,588	0.07%

Harris and Moran – Health

- India's overall health conditions have been slowly improving
 - Life expectancy at birth rose from 49 years in 1970 to 63 years in 1998.
- India is undergoing a health transition
 - Shifting in demographics
 - Altered health behaviors
 - Changes in disease patterns
- The government has built a vast infrastructure of public health services, and is implementing health programs in priority areas
 - reproductive and child health
 - tuberculosis, HIV/AIDS, malaria, and leprosy
- Despite the establishment of a large public network of health providers, public spending on health is relatively low, and has stagnated at levels of around 1% of GDP

Harris and Moran – Health

- Hospitalization frequently means financial catastrophe
 - One conservative estimate finds that one quarter of hospitalized Indians fall below the poverty line because of hospital expenses
- Only 10 percent of Indians have some form of insurance
- Hospitalized Indians spent more than half (58%) of their total annual expenditures on health care
- More than 40 percent of those hospitalized borrow money or sell assets to cover expenses

Harris and Moran – Recreation

- India has a broad range of leisure activities, ranging from invigorating sports to cultural activities
 - auditoriums and theatres, which host a variety of cultural programs
 - Sports
 - *kabaddi* (a kind of tag)
 - wrestling
 - hunting and polo
 - Cricket
 - football (soccer)
 - field hockey and track-and-field events
 - Games
 - Chess
 - Family outings to parks are a common form of weekend recreation

GLOBE Project

- The Global Leadership and Organizational Behavior Effectiveness project (GLOBE) has been conducted in 61 countries
- Dimensions of GLOBE
 - In-Group Collectivism
 - the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families
 - Societal Collectivism
 - the degree to which organizational practices encourage and reward collective distribution of resources
 - Power Distance
 - the degree to which members of an organization or society expect and agree that power should be unequally shared
 - Future Orientation
 - the degree to which individuals engage in future-oriented behaviors such as planning, investing in the future

GLOBE

GLOBE Project

- Jagdeep S. Chhokar performed GLOBE project in India
- Findings:
 - Future Orientation
 - Chhokar says, "Historically and traditionally, Indian society has emphasized the "hereafter" in preference to the "here and now", and therefore has been generally future-oriented.
 - Power Distance
 - Indian society is very structured. Different "power levels" are everywhere. In every village there are "powerful families."
 - Collectivism Dimension
 - Chhokar compiled research saying "the family continues to be one of the basic units of Indian society. Children are trained to first depend on, and subsequently support, the family."

Future Orientation

- Indians have a tendency to be future oriented. (Religiously)
- Tax breaks for savings
- Interest of housing debts can be used as tax breaks
- No funded social security
- Daily life is more centered in the “here and now”

Chhokar, Jagdeep S. "India: Diversity and Complexity in Action." 2nd ser. (1998): 1-76

Assertiveness

- Years ago men had the power, and the jobs and all decision making in India
- Today women are almost as equal to men and have in some sense the same opportunities
- According to Hofstede women occupy almost half the work force of the country
- Society is not assertive in relation to other countries
 - Albania ranked as the most assertive
 - Sweden ranked as the least assertive

Performance Orientation

- Corporate performance evaluators tend not to give low scores to those who deserve them
- There is no significant respect for individual achievement
- Good grades in school = Entry at college
- Entrepreneurship becoming more acceptable

Chhokar, Jagdeep S. "India: Diversity and Complexity in Action." 2nd ser. (1998): 1-76

Humane Orientation

- Very strict with on-the-job accidents
- Law against begging
- Limited handicap schools
- Other help each other
- Problems commonly solved without the law

Chhokar, Jagdeep S. "India: Diversity and Complexity in Action." 2nd ser. (1998): 1-76

Orientation to Time

- Flexible business meetings
- Social activities are often delayed
- The word for yesterday and tomorrow (kal) is the same in many of Indian languages
 - It was explained that yesterday or tomorrow is a finite period of time in a continuum
- Characterized by such aspects as
 - everything having its own time
 - time not being easily scheduled
 - the needs of people interfering with keeping to time
 - Originated from the Hindu religious beliefs
 - unlike the western cultures where time is scheduled and stated plainly

Orientation to Change

- Gender Equality
 - Women entering workforce
 - Role of housewife changing
 - Marriage roles
- Competitiveness
- Change Management - Key characteristic of managers
- Indian people expect their leaders to do drastic things to stand up for what they believe in and become change agents
- With globalization in full effect, India's policy on the global economy has not changed even as different political parties have taken charge

Orientation to Material Factors

- Ganesh Chella -
“if there is a single dimension of our competitiveness that needs substantial change, it is our ‘cultural competitiveness.’”
- Ancient seers, sages and saints renounced the material world
 - Practiced spirituality
 - Buddha renounced the material world
- Increased materialism
 - Increasing corruption in government
- Gandhi symbolized a unique style of leadership which converted materialistic weaknesses into spiritual and political strengths
- Increased focus on materialism is contributing to more individualism in the country

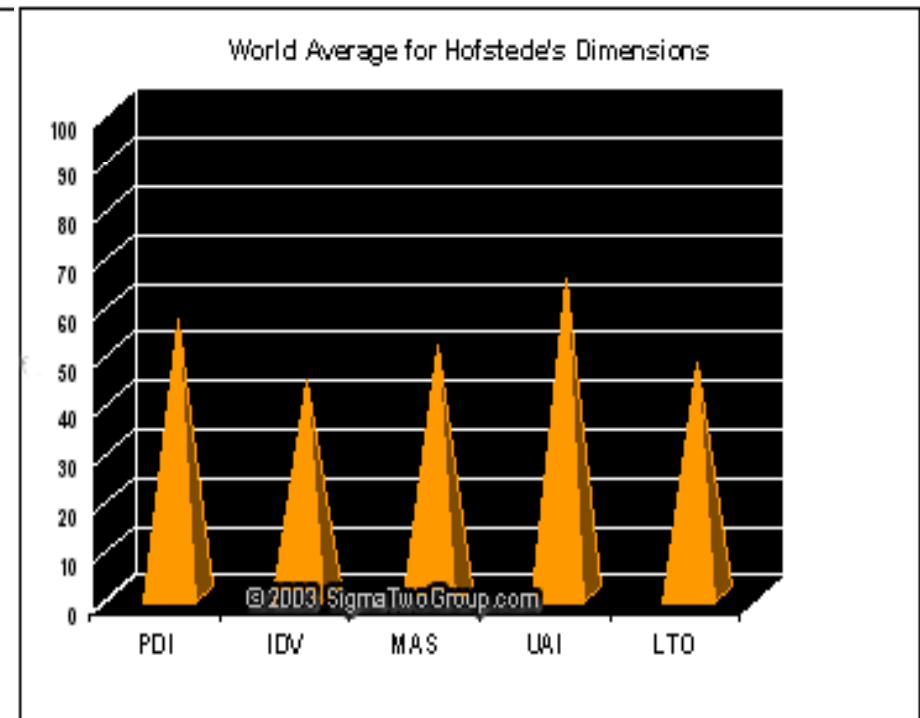
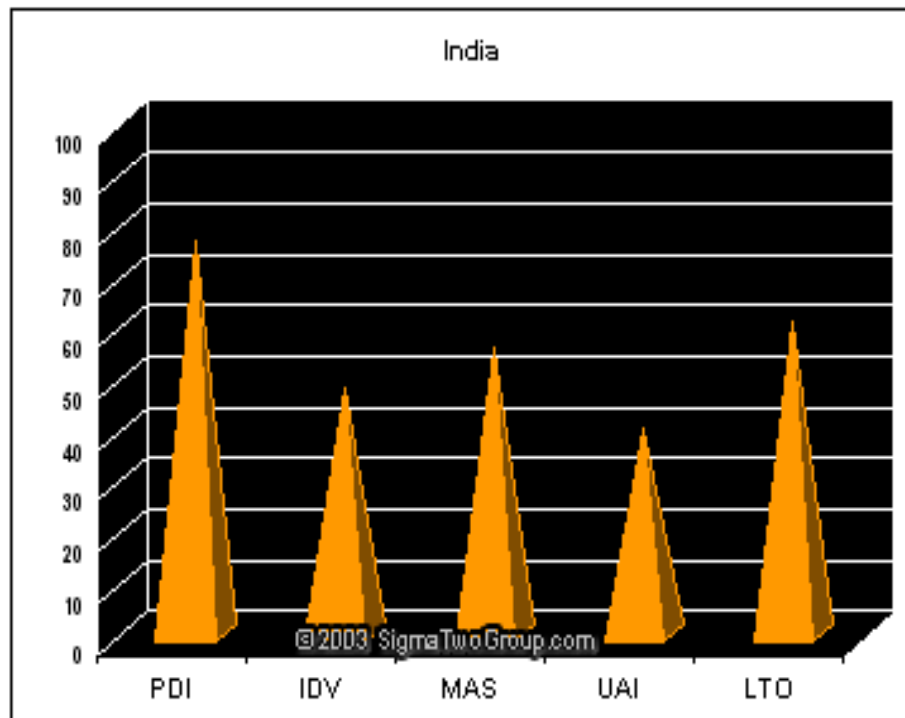
Hofstede

- **Power Distance (PDI)** at 77
 - India's highest Hofstede Dimension
 - High level of inequality of power and wealth within the society
- **Long Term Orientation (LTO)** at 61
 - World average of 48
 - India is perseverant and parsimonious
- **Masculinity** at 56
 - India's third highest ranking
 - Large gap between values of men and women
- **Uncertainty Avoidance (UAI)** at 40
 - World average of 65
 - Indian culture may be more open to unstructured ideas and situations
- **Individualism (IDV)** at 45
 - Everyone is expected to look after themselves and immediate family

Hofstede

India

World



Cultural Issues – India

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