

Table of Contents

Foreword from Capgemini.....	v
Foreword from SIETAR India.....	vi
Preface	vii
Acknowledgements	ix
1 Why Intercultural Competency?	1
1.1 Definition of Culture.....	1
1.2 Research on Intercultural Dimensions.....	2
1.2.1 Power Distance.....	5
1.2.2 Individualism and Collectivism	9
1.2.3 Assertiveness.....	12
1.2.4 Uncertainty Avoidance.....	15
1.2.5 Future Orientation	17
1.2.6 Performance Orientation	19
1.2.7 Gender Egalitarianism.....	20
1.2.8 Humane Orientation	22
1.3 Intercultural View Against India	25
1.4 Soft Skills Key to Success	25
1.5 Phases of Intercultural Encounters	27
1.6 Learning Intercultural Communication	27
2 India – the Country	29
2.1 Geography.....	29
2.2 Brief History	30
2.2.1 Ancient Times	31
2.2.2 Modern History	32
2.2.3 Arrival of the Europeans	35
2.2.4 British Colonialism	37
2.2.5 Post-Independence	39
2.2.6 Age of Reforms	42
2.2.7 Recent Events	44
2.3 Government and Political Parties	46
2.4 Economic Situation.....	48
3 The Society and Culture in India	51
3.1 Caste System.....	51
3.2 Role of the Family	54

3.3	Educational System	56
3.4	Key Indian Beliefs, Values, and Avoidances	60
4	India's IT & BPO Industry.....	63
4.1	Development of the IT & BPO Industry	63
4.1.1	Early Steps Towards Becoming a Computer Economy	63
4.1.2	Years of Bodyshopping	64
4.1.3	Software Technology Park Scheme	64
4.1.4	Software Process Improvement.....	65
4.1.5	The Boom Time	66
4.1.6	Critical years Ahead?	70
4.2	The 'Silicon Valleys' of India	72
4.3	Operating Models	74
4.3.1	Captive Offshore Centers	75
4.3.2	Firms of Indian Origin.....	76
4.3.3	Multi-national Companies.....	77
4.4	The Phenomenon of Overheating	78
4.5	Potential Downsides	82
4.5.1	Infrastructure	82
4.5.2	Currency Risk.....	84
4.5.3	War, Terror, and Violence.....	85
4.5.4	Criminalization of Politics, Businesses, and Public Life	88
4.5.5	(In-)security of Data	91
4.6	Business Continuity Management	92
5	Human Resources	95
5.1	Aspects of Human Resource Management.....	95
5.1.1	Recruitment	95
5.1.2	Training	97
5.1.3	Performance Appraisals	97
5.1.4	Compensation Management.....	98
5.1.5	Employee Turnover and Retention Management	98
5.2	Hierarchy	102
5.3	Leadership and Management.....	104
5.4	Typology of Employees.....	111
6	Interactions with India	115
6.1	Indian Languages and Indian English	115
6.2	Culture Shock India	118
6.3	First Business Contacts.....	120
6.4	Meetings and Negotiations	122
6.5	Communication Skills	126
6.5.1	Communication from India	126
6.5.2	Communicating to India.....	130

6.5.3 Positive Feedback.....	130
6.5.4 Negative Feedback	132
6.6 Contracts and Agreements	135
6.7 Handling Administration	136
6.8 Business and Social Etiquette	136
7 Conducting Offshore Projects	139
7.1 Managing from a Distance.....	139
7.2 Setting up Offshore Projects.....	140
7.3 Selecting the Team	143
7.4 Monitoring Progress	145
7.5 Transition from IT Development to Maintenance.....	157
8 Use of Expatriates	149
8.1 Expatriate Requirements.....	149
8.2 Western Expatriates in India.....	150
8.2.1 Costs of Expatriate Assignments	150
8.2.2 Expatriate Lifestyle in India.....	151
8.2.3 Returning to the Home Country	152
8.2.4 Failure Rate of Expatriate Assignments.....	152
8.2.5 Expatriate Strategy for Westerners	153
8.3 Indian Expatriates in the West.....	156
8.3.1 Onsite Assignments of an Indian	157
8.3.2 Tapping into the NRI Resource Pool	158
8.3.3 Onsite Assignment Strategy for Indians	158
9 Recommendations for Effective Collaboration.....	161
List of Abbreviations.....	163
References	165
About the Author	173
Index	176



<http://www.springer.com/978-3-540-89077-5>

Working with India

The Softer Aspects of a Successful Collaboration with
the Indian IT & BPO Industry

Messner, W.

2009, XIV, 178 p., Hardcover

ISBN: 978-3-540-89077-5