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Editorial

Dear Readers,

Globalization is irreversible. We have reached a stage where no country in the comity of nations can live in isolation. Cross border business is the order of the day. Mobility of technology, human resource, capital, goods and services from one country to others is growing year after year. In particular, Information Technology has made remarkable impact on global business. Increasing mergers and acquisitions are new norms today. In this background, Transnational and Multinational corporations have to 'learn' to do business in different cultural, Political, Economic and Geographical environments. This is not only true with different countries, it is also true to a great extent within the same country. There would be sub-cultures and different Political, Economic and Geographical environments within a country. India is a good example for this. Hence, it is important to understand different cultures and cross cultural implications to successfully do business across the borders.

This volume of AMBER would focus on **Cross Cultural Management in Global Business**. Articles covered include diverse topics such as Cross-cultural management in global business: A Japanese perspective, Organizational culture and psychological engagement driving towards human side of management: Implications from Human Resources Management and employee empowerment research, Perception belies – Ethical management practices not always rosy with MNCs, Dichotomy between culture and consumer colour choices – A pragmatic stance, Comparative analysis on pervasiveness of occupational stress among BPO/ITES employees in Chennai & Puducherry regions, Employees Perception Towards CSR: An Empirical Study, The Encounter with Indian Culture through Buddhism in Japan Making of an Anime Film "Buddha" , Globalization and Cross Culture: Issues and Challenges in IT Sector: A Case study on Infosys Technologies, Culture impact of advertising in regard to different local and Global Brands in India, Globalization and Cross Culture: Issues and Challenges in IT Sector: A Case study on Infosys Technologies and Cross Cultural management.

I thank contributors of this volume and management of ABBS for their unwavering support in the regular publication of AMBER. I would like to acknowledge my co-editors of this issue – Dr. A. Dhanalakshmi and Prof. Rajveer Samuel for their effort in bringing out this issue.

Next issue of AMBER would focus on the **Business History of Karnataka (Connecting Tomorrow with Yesterday)**. Future of Business, Commerce, Industry and Economic Development have roots in the past. Understanding the historical development of business in our country over the years provides insight about the challenges and opportunities faced by the business organizations. As a first step the coming issue would focuses on the Business History of Karnataka. This effort is to connect tomorrow with yesterday.

Dr. H.R. Venkatesha
Chief Editor

Contents

1 Cross-cultural management in global business: A Japanese perspective

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Abstract

Cross cultural management has been gaining importance in India following globalization. A Japanese perspective on cross-cultural management would be relevant for examining the strategy of India's companies for future development in a global market. For the examination of issues related to cross-cultural management of Japan's industries, we need to distinguish between the type of industry which led the world market and later on became the global standard, and the type of industry which failed to succeed. This paper deals with the issues related to globalization of Japan's food industry, critically examines the weak points of the industry, and suggest some important aspects for future development.

Key Words: Cross cultural management, Globalisation, Japanese industries, Food industry.

Introduction

An understanding of cross cultural management has been getting more important and essential for both sides of outflow and inflow of investment across the border in globalization. The in-out and out-in direction of investment across the border is not fixed among countries. For example, the direction of direct investment or merchandise export is varied by type of goods or industry even between the two countries and it can further be changeable according to the development of each country and changes in the world markets. In this respect, I hope that a Japanese perspective on cross-cultural management would be relevant for examining the strategy of India's companies for future development in a global market.

For the examination of issues related to cross-cultural management of Japan's industries, we need to distinguish between the type of industry which led the world market and later on became the global standard, and the type of industry which did not succeed. The typical example of the former is the auto industry. After the World War II, Japan achieved to occupy the domestic market with the domestic production under tariff protection by the 1960s. In this process of catching up, production control technology such as the Toyota's "just-in-time", "automation", "total quality control", etc. were introduced. The oil crisis of 1973, which worked as a turning point for Japanese car industry, brought about the technological innovation towards low cost, low fuel consumption, and high quality Japanese cars which became more competitive and widely appreciated in the world markets. This gradual process of internationalization of Japanese cars took place as a result of effective cooperation between the government and the car producers. The particular feature of this internationalization, from the viewpoint of cross-cultural management, was that the Japanese standard in the domestic market had formed as the global standard in the world market.

Japan's food industry is definitely at the opposite end of the scale positioned by the auto industry. The most important difference was that Japan's food industry had developed based on the domestic market in Japan, while the auto industry heavily depended on the overseas market. Although there were some trials by a few Japan's Food companies to advance into overseas markets since the 1960s, they could not develop on a large scale mainly because their poor ability of cross-cultural management hampered their development. Since food culture is conservative and strongly dependent on the regional tastes, high ability of cross-cultural management is necessary to enter into the local food market. The Japanese standard of food products, which has been formed and improved by competition amongst the domestic producers in the domestic market of Japan, rather worked as a hindrance in the global market.

This paper deals with the issues related to globalization of Japan's food industry, critically examine the weak points of the industry, and suggest some important aspects for future development.

Methodology:

This paper uses secondary data and analyzes the Japanese food industry from 1980-2010. Data on key parameters such as population and the size of domestic market, and the characteristic of the domestic food market are analyzed over the stated time frame.

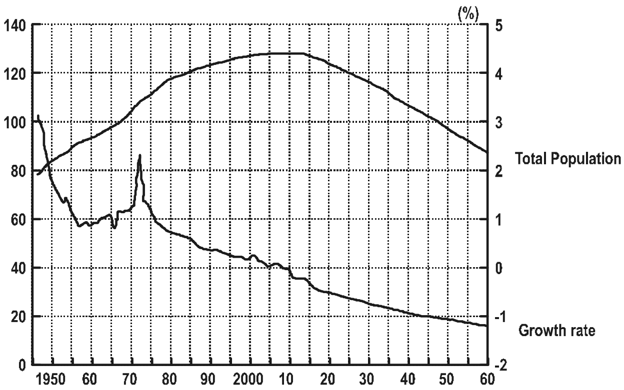
Results & Analysis:

1. Trend of the domestic market

(1) Population and the size of domestic market

The population of Japan is 127 million in 2013. It has started decreasing since 2004, and it is projected that the population will be less than 100 million in the mid-2040s as shown in Fig. 1. In the meantime, as the trend of a declining birth rate and ageing population accelerates the dependency ratio of population increases. Accordingly, as shown in Fig.2, the per capita per day energy intake has been decreasing since the 1980s, and has become 1849 kcal in 2010. With this, the national total calories consumed also decreased from 255 million kcal in 1995 to 235 million kcal in 2010.

Fig.1: Total Population and its Growth Rate in japan (1947-2060) Million

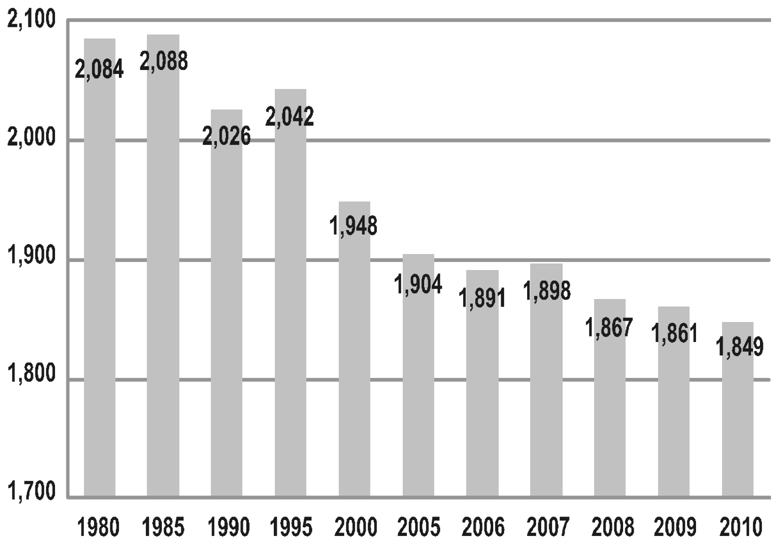


(Source) Arai (2012: 16)

The domestic production of food industry has been declining since the second half of the 1990s preceding the decrease in population partly due to the influence of recession after the collapse of the 'bubble' economy. It seems that this trend continues in the future as shown in **Fig. 3**.

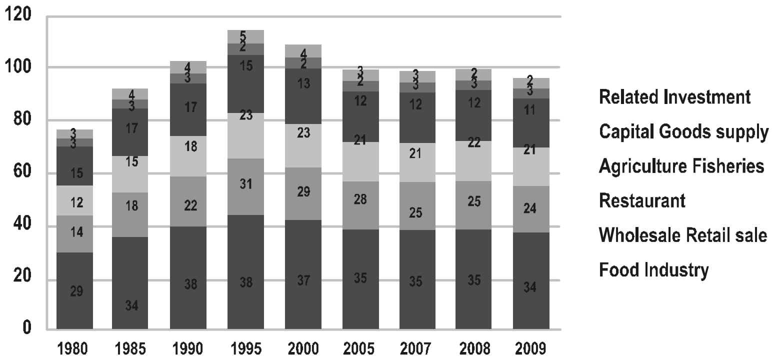
Since the size of population is positively correlated with the size of domestic food market in Japan, it is imperative for the food industry of Japan that has depended solely on the domestic market to change their strategy drastically for survival and for making a contribution to the world with their distinct food products.

Fig.2: Per Capita Per Day Energy Intake (1980-2010) (kcal)



(Source) MAFF (2012:2)

Fig.3: GDO by Type of Food Related Industries (1980-2009) (trillion yen)



Source) MAFF (2012:11)

(2) The characteristic of the domestic food market

The total amount of the food related domestic market annually is about 80 trillion yen, which is consisted of fresh foods, processed foods and dining out, each sharing 20%, 50% and 30% respectively. Although a food related market has grown along with the rapid development of food service industry during the 1970s and 1980s, the market size has not grown much and in fact reached saturation after the collapse of the 'bubble' economy in the early 1990s.

The basic features of Japan's food industry based on the study of Mizuho Bank can be summarized as follows: (1)it is not a capital-intensive industry, (2)it is a diversified industry with less merit of a scale, (3) it does not face any new-entry threat from overseas, (4)it does not foresee a drastic change of financial conditions due to stable demands, and (5)the progress of industry reorganization is behind because there are many owner-managed companies and there is little Mergers and Acquisitions(M&A) among the domestic food companies (Mizuho Bank 2010b: 58).

2. Position in the world market

(1)Advancement of Japan's food companies to the world market

As shown in **Table 1**, the top 50 food companies are mostly from advanced countries, of which 12 companies are from Europe, 10 companies are from the USA and 14 companies are from Japan. Although the number of Japan's companies in the list is not small, they are not listed in the top group. For example, in the top ten companies only Kirin Holding is listed from Japan on the tenth position. The top ranked companies in Japan are occupied by beverage manufacturers, such as Kirin, Suntory, and Asahi, followed by Ajinomoto and Meiji holding of food companies. Japan's major food companies are relatively small in scale when compared with European and the USA's major food companies.

One reason is that Japan's major food companies are specialized only in certain segments, while European and the USA's major food companies are diversified food companies(Nestle, Kraft Foods, Danone and Kellogg).

Table 1: ROA and Foreign Sales Ratio of the Top 50 Food Companies Ranked by Sales (2010)

rank	Europe	Return on Assets (%)	Foreign Sales Ratio (%)	rank	USA	Return on Assets (%)	Foreign Sales Ratio (%)	rank	Japan	Return on Assets (%)	Foreign Sales Ratio (%)
1	Nestle (Switzerland)	15	71	2	ADM	2	48	10	Kirin Brewery	7	26
7	ABI (Belgium)	29	86	3	Pepsi Co.	15	42	13	Suntory	8	20
11	Heineken (Holland)	16	42	4	Kraft Foods	12	54	15	Asahi Breweries	6	6
12	Danone (France)	14	48	5	Coca Cola	22	55	20	Ajinomoto	6	33
14	SAB Miller (UK)	18	84	8	Tyson Foods	4	Less than 10	21	Meji Holdings	3	5
16	ABF (UK)	9	30	9	Mars	N.A.	N.A.	25	Nippon Meat	3	8
18	Diageo (UK)	29	73	17	Bunge	2	76	28	Yamazaki Baking	3	Less than 10
26	Frieslan dCampina (Holland)	5	41	19	General Mills	18	25	33	Maruha Nichiro	2	11
29	Carlsberg (Denmark)	15	14	22	Kellogg	15	33	40	Morinaga Milk	3	3
32	Pemod Ricard (France)	26	65	23	Dean Foods	4	Less than 10	43	Nippon Suisan	2	23
34	Arla Foods (Denmark)	4	28	24	ConAgra Foods	12	6	46	Kewpie	4	Less than 10
41	Kerry Group (Ireland)	9	40	27	Monsanto	21		47	Itoham Foods	1	Less than 10
				31	H.J. heinz	12	60	48	Niehirei	4	Less than 10
				35	Sara Lee	7	45	49	Nissin Seifun	5	5
				36	Hormel Foods	11	Less than 10				
				38	Campbell Soup	18	47				
				39	Dole Food	3	58				
				42	The Hershey Co.	17	Less than 10				
				45	Dr. Pepper	17	Less than 10				
	average	**17**			**average**	**12**			**average**	**4**	

(Source) Tojo (2013:3)

Most of the higher ranked food manufacturers in the world today were established in the late 19th or in the first half of the 20th century, and thus have the long history of corporate activity. As shown in **Table 2**, Nestle was founded in 1866 and Coca-Cola in 1886. The establishment of beverage manufacturers, such as Sapporo, Asahi, and Suntory was in the second half of the 19th century, and Ajinomoto and Meiji were also established in the beginning of the 20th century in Japan. In the long history of corporate activity of those companies, war also played a big role on spreading their products internationally.

Table 2: Chronology of Major Food Campanies (Year of Establishment)

Year	European and American Food Companies	Japanese Food Companies
1865	Cargill was established (Major grain company, USA)	
1866	General Mills was established (USA)	
	Nestle was established (Switzerland)	
1869	H.J. Heinz was established (USA)	
1876		The predecessor of Sapporo Brewery was established
1879		The predecessor of Nippon Seifun was established
1886	The CocoCola Co. was established (USA)	
1889		The predecessor of Asahi Breweries was established
1894	The Harshey Co., was established (USA)	
1895		Nippon Seiseito was established
1899		The predecessor of Suntory was established
		The predecessor of Morniaga Milk was established
1901	Quaker Oater Oats Company (Merged with Pepsi Co. Later, USA)	
1902	ADM was established (USA)	
1903	Kraft Foods was established (USA)	
1906	Kellog was established (USA)	
1907		The Predecessor of Ajinomoto was established
1913		The predecessor of House Foods was established
1916		The prodecessor of Meiji Holdings was established
1919	Danone was established (France)	

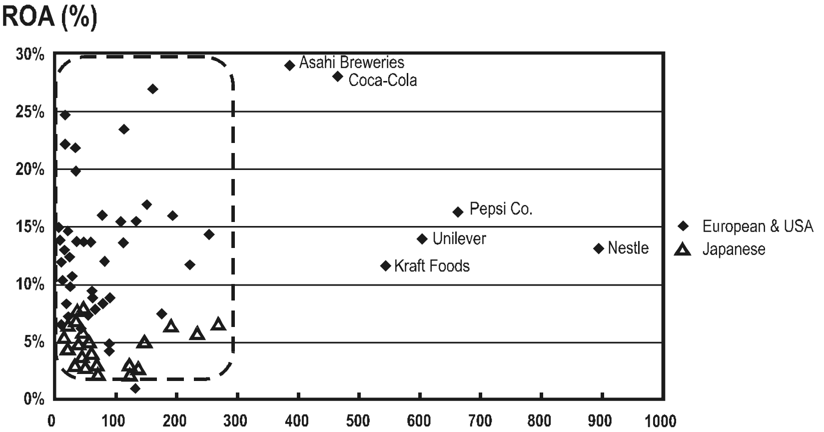
(Source) Tojo (2013:5)

(2) Comparison with overseas food companies

1) Profitability

Let us examine the difference between Japan's major food companies and their counterparts in Europe and the USA. The first difference is in the low rate of profitability of the Japan's companies. The performance of Japan's major food companies is poorer than their counterparts in Europe and the USA in terms of the amount of sales and the return on assets(ROA: indicator of profitability, determined by dividing net income for the past 12 months by total average assets). As shown in **Fig.4**.

Fig. 4: Distribution of Food Companies according to ROA and Sales (2011)



Source Tanaka (2013:67)

ROA of the world top food companies such as Nestle, Unilever and Coca Cola exceeds 10% and showing a keen contrast with the major Japan's food companies whose ROA is concentrated around 5%. Thus, the world top food companies show a positive correlation between the sales turnover and the ROA.

2) Foreign sales ratio

The second point with which Japan's major food companies differ from those of European and American is the low level of the foreign sales ratio. As we see in **Table 1,** Japan's food companies with less than 10% of foreign sales ratio were nine out of 14 companies listed in the world top 50 food companies. The sales ratio of Ajinomoto, the highest ratio among Japan's top food companies, was nothing but 33% only.

On the other hand, the foreign sales ratio of the European companies was very high, and no company recorded less than 10% of the foreign sales ratio. The foreign sales ratio of Nestle, the largest food company in the world, was as high as 71%, and ABI showed the high rate of 86%. The foreign sales ratio of the U.S. food major companies found in between the ratios of the European and Japan's companies. Since the American market itself was the world's largest market, there were some world top food companies that localized in the domestic market. For most of the top American food companies, the foreign sales ratio was around 40 to 50%. Thus, the overseas market was the big source for their profits.

When it comes to the ROA by region, the Europe's ratio was the highest (17%), followed by the U.S. (12%). The ROA of Japan's food companies was only 4% on an average, showing a huge gap with Europe's and the USA food companies. At least, among the top 50 food companies, the ROA seems to be positively correlated with the foreign sales ratio.

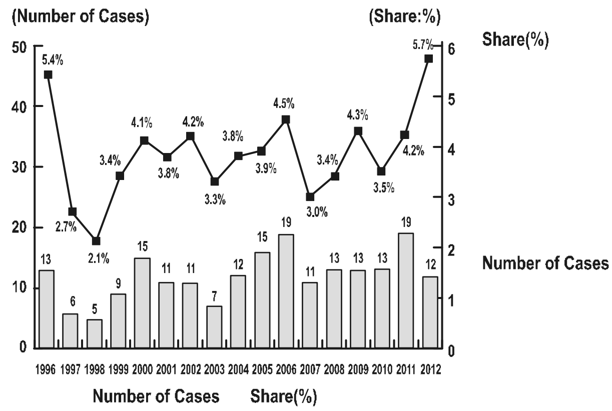
3) Mergers and Acquisitions (M&A)

There is also a big difference between the overseas and the Japan's companies in terms of large reorganization of food companies. European and American major food companies perform large-scale M&A positively targeting both their own domestic markets and the emerging developing countries markets. Simultaneously they also sell the company of low profits to rearrange a business portfolio for securing an operating profit.

The cross-border M&A by European and American companies showed a polarized pattern that the large-scale M&A took place among the food related companies in advanced countries, and a number of medium and small scale M&A in developing countries. In the recent years particularly after 2005, the number of M&A targeting the developing countries has increased (Mizuho Bank 2010: 59). For example, the cross-border M&A by Nestle from 2001 to 2010 was amounted to 107 cases, while the case of liquidation was 108 (Hosono & Inoue 2012: 111). Many of these cases were cross-border in-out M&A and liquidation. It is expected that such a tendency will continue in future and competition between European and American companies will be intensified further for a good chance of M&A of top-rated companies in the developing countries (Mizuho Bank 2010: 59).

On the other hand, large-scale reorganization of food companies in Japan hardly occurred. As shown in **Fig. 5**, the number of in-out M&A cases of Japan's food companies has been less than 20 cases per annum. Moreover, the ratio of the number of in-out M&A cases of Japan's food companies out of the total in-out M&A cases of all the companies has remained around 4%, which was a low ratio in view of turnover in food industry. Furthermore, most of in-out M&A cases of food industry occurred among liquor and beverage companies. Such cases of the processed food companies were few. Thus, Japan's food companies were indifferent to M&A particularly in-out M&A, which showed their unpreparedness towards a cross-cultural management and their passive attitude towards taking a risk.

Fig. 5: Number of Percentage share of IN-OUT Cases of Food Companies (1996-2012)



(Source) RECOF (2010:100)

(3) Management principle

1) Major Indices

We find a lot of differences in the management principles between European, American food companies and Japan's food companies. For example, European and American food companies make much of growth possibility indices, such as :(1)an organic growth rate of sales, (2) EBIT (including tax before interest expense) margin growth rate, and (3) EPS (per share current term net profit) growth rate. They are shown as a mid- and long-term target in many cases. On the other hand, Japan's major food companies have a tendency to set the concrete amounts of money, such as (1) the amount of sales, (2) operating profits, and (3) net income, as a target of single fiscal year or the short fixed-terms (Mizuho Bank 2010a: 40).

2) Management philosophy

Japan's food companies focus much on the scale and stability, while European and American companies tend to consider growth potential as an important index. Japan's food companies have been busy in defending their share in the relatively large domestic market and thus leaving aside their growth chance in an overseas market untapped. However, this behavior will not work in future. The domestic market is getting narrower and the profit ratio is becoming very low due to excessive competition.

For the major food companies of Japan, the overseas market development serves as the only choice. What is necessary for this change is to set a new management philosophy that can overcome these limitations and problems of Japan’s major food companies, and to implement it promptly in the arena of cross-cultural management.

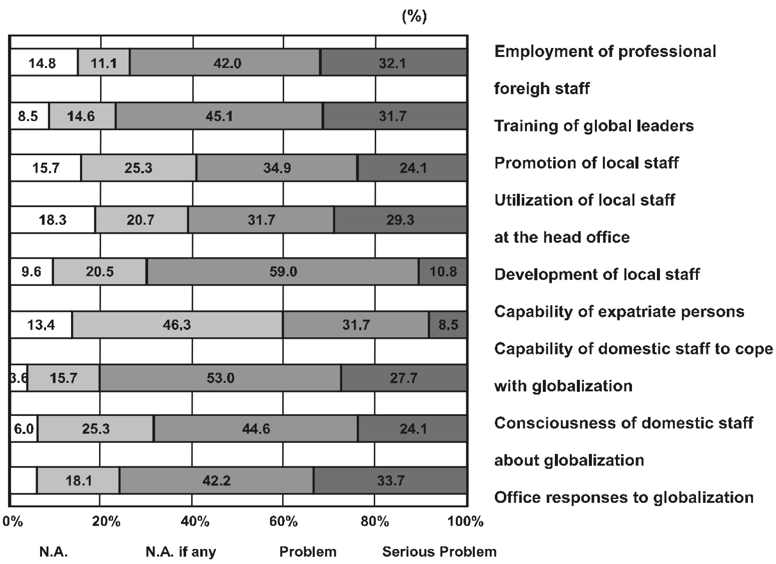
3. Current situations and issues for globalization

Cross-cultural management is an ability that Japan’s major food manufacturers need most for the future development as a global business. This can be expected to be the subject for individual company as well as for the entire Japanese industry that is in search of standing-position in globalization.

Now, let us examine how Japanese companies are trying to cope with the subject of cross-cultural management based on the final report of “the survey on global human resource development and utilization “ (note 5) conducted by Sanno Institute of Management in 2011.

Firstly, let us examine the approaches and issues on globalization. As shown in **Fig. 6**, many companies are aware that there are problems in appointment, training and promotion.

Fig.6: Problem Situation Regarding Globalization

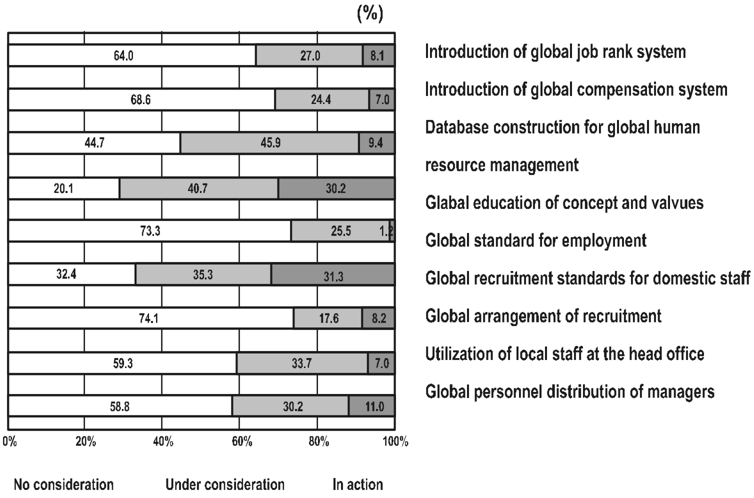


(Source) The SANNO Institute of Management (2012:3)

It is outside consideration for many companies to employ foreign candidates for an executive post, and to train talented candidates who are expected to take on management responsibility at the head or regional office abroad as a global leader. As for the appointment of native workers as the executives, a majority of companies have responded that they have not appointed them at the regional office abroad. This simply shows that the human resource development for globalization has not been progressed even in those companies that have regional offices abroad.

Now let us examine how Japanese companies cope with globalization in respect of human resource development, particularly training of global leaders. As shown in **Fig.7**, about 50% of companies are examining the plan to train global leaders though this is yet to be implemented. Thus, the need for training global leaders is understood as a very important issue by nearly half of the companies. However, the number of companies that select and train candidates regardless of nationality is limited to 7% only, while the rest 31% of companies select Japanese workers only as the candidate for global leaders. There are several reasons behind this: fear to foreign people who have different language and value system, and lacks of concept and experience regarding cross-cultural management.

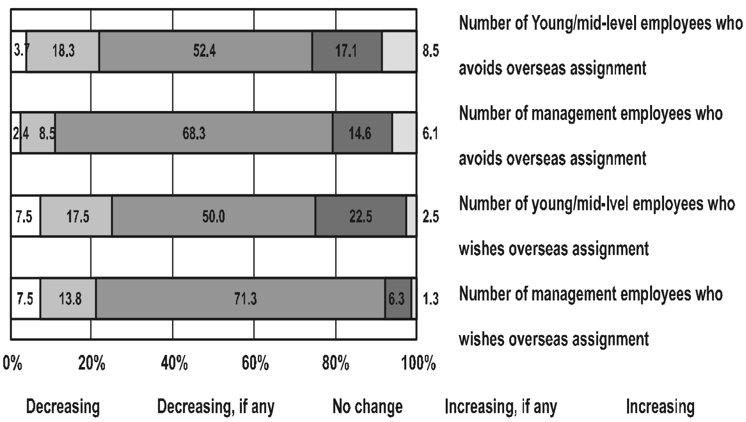
Fig.7: Human Resource Management for Globalization



(Source) The SANNO Institute of Management (2012:3)

Thus, Japanese workers are selected as the major candidates for global leaders. Let us examine the response of expatriate persons towards overseas assignment. As shown in **Fig.8**, there is some distinct difference in the response to overseas assignment between young/mid-level employees and management employees. As for the young/mid-level employees, the ratio of each "increase" and "decrease" of "those who avoid overseas assignment" and "those who wish overseas assignment" are competing at the level of twenty percent or more. However, as for the management employees, the ratio of "increase" exceeds the ratio of "decrease" for "those who avoid overseas assignment", and the ratio of "decrease" exceeds the ratio of "increase" for "those who wish overseas assignment". Thus, decrease in the ratio of "those who wish overseas assignment" is remarkable among the management employees, while the ratio of increase and the ratio of decrease are competing among the young/mid level employees. All these indicate the passive attitude of employees as a whole towards overseas assignment.

Fig.8: Response of Expatriate persons towards overseas Assignment

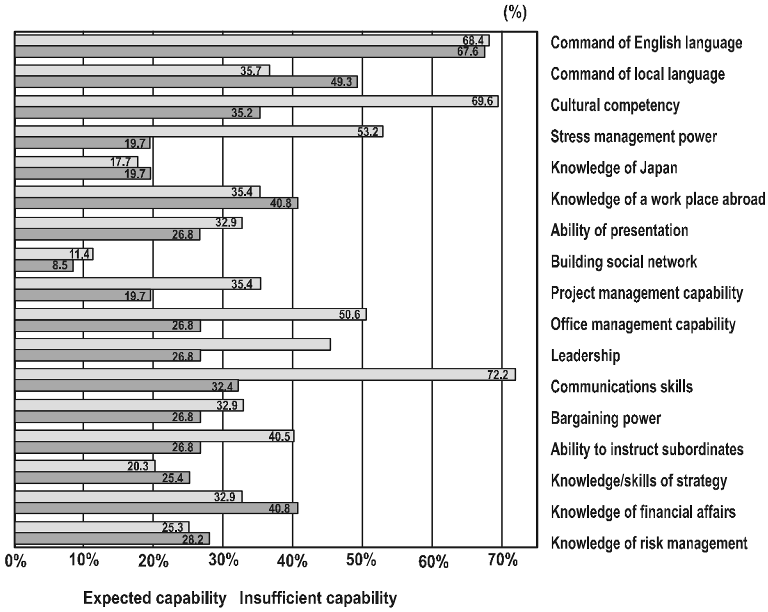


(Source) The SANNO Institute of Management (2012:4)

Now we examine which kind of ability is required for expatriate persons and which kind of capability is recognized as being poor among the expatriate persons. As shown in **Fig. 9**, the type of ability that the company expects from the expatriate persons is in the following order: "communications skills"(72.2%), "cultural competency" (69.6%), "command of English language" (68.4%), "stress management power" (53.2%), and "office management capability" (50.6%).

In a broader sense these are all contained in the global management capability. Among these, "communications skills" and "command of English language" are capability required to manage linguistic competency, "cultural competency", "stress management power", and "office management capability" are capability to adjust to the foreign culture and manage the work at the office by controlling stress. Since the medium of communication abroad is assumed to be English, the linguistic competency other than English is not expected much.

Fig9 : Expected Ability for Expatriate Persons and Insufficient Ability among Them

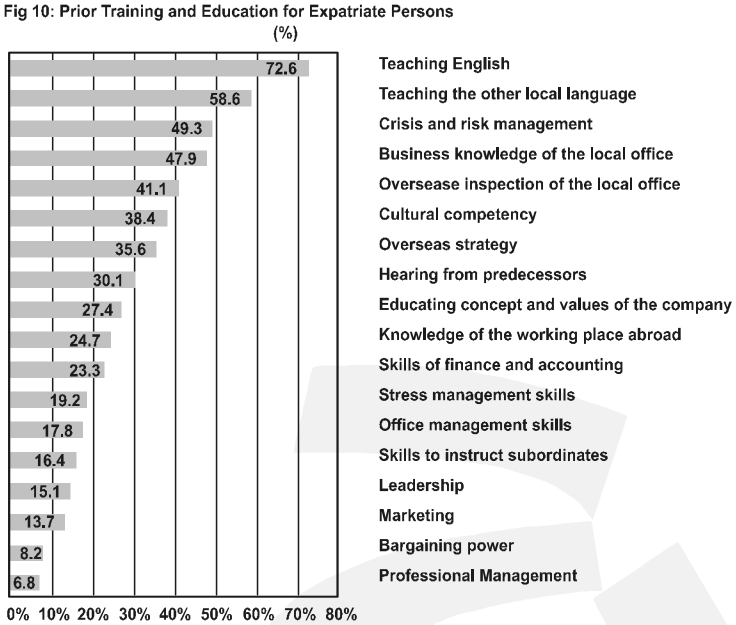


(Soure) The SANNO Institute of Management (2012:5)

Insufficient capability is the order of "command of English language" (67.6%), "linguistic capacity other than English" (49.3%), "the knowledge about the history, culture, and society of a work place abroad" (40.8%), "the knowledge and skill about financial affairs and accounts" (40.8%), and "cultural competency " (35.2%).

Linguistic capacity is ranked high as an insufficient ability among the expatriate persons, which shows that the poor linguistic capacity has been a serious obstacle for Japanese companies to progress in the global circumstances. Interestingly, the two ratios, i.e., the ratio of the companies in expectation of the linguistic capacity of the expatriate persons and the ratio of the companies that regard the linguistic capacity of the expatriate persons as insufficient, are competing as for English, while the ratio of the latter exceeds the ratio of the former as for the language other than English. This indicates that local language other than English is

Fig 10: Prior Training and Education for Expatriate Persons



(Soure) The SANNO Institute of Management (2012:5) also very useful and inadequacy of using the local language is regretted by the respondents.

The ratio of the latter exceeds the ratio of the former even as for "the knowledge and skill about a strategy and marketing", "the knowledge and skill about financial affairs and accounts", and "the knowledge and skill about risk management."

On the contrary, the ratio of the former exceeds the ratio of the latter as for "communications skills", "cultural competence", "stress management power", "project management power", "office management capability", and "leadership". Among these, "communications skills", "cultural competency", and "stress management power" are the most important capabilities to be strengthened for global development.

Lastly, let us examine what kind of prior training and education is organized by the company for the expatriate persons before their departure to the regional office. As shown in **Fig. 10**, it is the "language teaching" both of English and the other local language that shows the highest ratio among the items related to prior training and education, followed by the items such as "cross cultural understanding and cultural communication", "crisis and risk management", "role recognition of the expatriate persons", and "management knowledge and skill". Hearing from predecessors about their experiences is also organized in many companies to share information about working place and work assignments.

However, prior training and education except "language teaching" has not been properly organized in such companies that the number of expatriate persons was relatively small. The other problems include that the effect of prior training and education hardly reaches the expected level by the company though many items related to language teaching and cross-cultural understanding and communication are included in the menu, and that the management of prior training and education is too formal to have an effect. Therefore, it is highly necessary to make more practical and personalized training and education that may suit to the individual situation and ability of the expatriate persons.

4. Strategy for globalization

(1) Strategy

It is imperative for the Japan's major food companies to reassemble a strategy towards overcoming its weak points and demonstrating its strong points under the condition that the expansion to overseas is inevitable.

As shown in **Fig.11**, the relative strong point of Japan's major food companies is "product development power" only, but this has a tendency of over-spec or the Galapagos Syndrome (note 6) development, and it may function as a double-edged sword for the expansion of Japan's food business in the world market.

Fig 11: Comparison of Strong and Weak Points among Food Companies

	American Companies	European Companies	Taiwanese Companies	Japanese Companies
Culctural competency	Rationality oriented	Respect Other cultures	Adaptability in Chinese Culture Region	Poor Cross Cultural Experience
		Localization oriented		Poor Language Ability
Business Development Power	Large scale	Large scale	Investment in the Right place	Phased Investment
	Speedy	Speedy	Speedy	Cautious
Product Development Power	Success Brand Goods Utilization	Success Brand Goods Utilization	Overseas Model Utilization	Innovative Product Development
	Mono-Spec	All Price Zone	Price Conscious	Over-Spec.

(Source) Mizuho (2010:44)

The strong point common to the foreign major food companies is in large-scale and speedy business development power. Also about product development power, the European and American companies have common strategy to apply their success brand goods with some modification in a newly emerging market. However, the Europe companies tend to cover all the price ranges, while the USA company sticks to the brand of single-spec. Especially the Europe companies are excellent in the field of cross cultural competency and localization of their products. On the other hand, U.S. companies are in the tendency to pursue the rationality of their products produced in North America as global standard as is the case of Coca-Cola.

(2) The strategic strong point and weak point of Japanese companies

Japanese food business excels in the development of new innovation goods (goods with new value). However, this is the high-value-added product developed and targeted for the consumers in Japan. These products are not necessarily appreciated by the consumers in overseas market as over-spec products.

Although there are both entry level and premium products in the domestic market of Japan, the difference in quality and price between the two is relatively small. While, an overseas market demands various type of products that correspond to diversified income groups and regional food culture.

The goods developed for Japanese consumers turn into a high price and high-value-added goods overseas. Actually, Japan's food companies tended to provide their high-end products in the case of overseas development. The high-end products have been in the centre of their strategy because these are produced easily based on the original products for the domestic markets with high profit ratio.

However, there were two problems in this strategy. Firstly, it was difficult to take a branding strategy based on high-end products because of limited purchasers in the market. Secondly, there was little perspective for future development because the strategy could not cope with emerging needs and tastes of middle class in the overseas market of a newly emerging country.

In the emerging market where upward mobility has been observed among income classes, i.e. from lower to middle income and from middle to upper income group, the imprinting of the brand image (brand installation) in the mind of lower and middle class consumers was quite effective in gaining higher income consumers, too. This was a phenomenon commonly observed in other category of goods such as home electric appliances products (Mizuho Bank 2010b: 79).

The European and American companies have already entered the food markets of emerging countries targeting the middle income group and the Base of the Pyramid (BOP). They have been trying to imprint their brand image with product differentiation by income groups.

Since Japan's food companies lag behind European and American food companies in entering into such emerging markets, it is inevitable for the Japan's food companies to introduce first their entry level products rather than high-end products in the market. It is necessary for them to acquire the know-how in reorganization and cross-cultural management to innovate the product which can fit in the overseas market distinguished by income group.

(3) Expansion of Japanese food business

1) Relation with Asia markets

The Asia markets are very attractive for Japan's food manufacturers that plan to expand business overseas. As shown in **Fig.12**, population of middle and high income group is predicted to be 2,600 million in 2030. Overwhelming share of the population of middle and high income group will be found in China and India that are showing remarkable economic growth with large populations, followed by Vietnam and Indonesia. It is relatively easy for Japan's food manufacturers to demonstrate their potential competitive power in Asian markets because there is a lot of similarity in food culture among

Asian counties with growing middle and high income population. They can be a good target for Japan's high end products in near future.

Now, let us examine the future prospects of Asian market with a special focus on seven Asian countries that have a strong economic relation with Japan. Fig.8 shows the degree of Japan's association with other countries by type of items. The circle mark shows strong association with Japan for future prospects.

As for the scale of a market, China and India are overwhelming. Korea is also important because there is a large ready market for Japan's high end products. But, in near future, Vietnam and Indonesia together with India will be much more important for Japan because these markets are expected to grow much faster. Japan has the affinity of food culture with China, South Korea, and Taiwan where rice is a staple food and soya sauce is widely used. The Japan's food companies also consider Thailand and Vietnam as the potential area where Japanese food culture can be accepted easily as Chinese food culture already has a foothold in these countries.

The M&A makes one of the weakest points of Japan's food companies. There are several reasons for that. Firstly, Japan's food companies have been concentrating on the domestic market and thus have not felt the necessity of M&A. Instead, they intended developing technology and reorganization within the hold of their own company. Naturally, their knowledge and experience about M&A have been very limited. Secondly, M&A needs a comprehensive ability of cross-cultural management. And Japan's food companies have been poor in this ability. Fortunately, Thailand and Vietnam have been exceptional countries where Japan's food companies could manage some important M&A thanks to a favourable business circumstances formed historically. People in these countries including Taiwan are known as having a pro-Japan feeling, where Japan's other manufacturing companies have been successful in their business, too. However, in other Asian countries M&A remains to be a very tough step for Japan's food companies.

In the long run, the size of overseas market development for Japan's food companies will depend on the improvement in business environment with China and India. Currently, China is the largest market for Japan's companies. However, its growth has now slowed down and there exist high risks due to political and diplomatic affairs between Japan and China. Contrarily in India, the presence of Japan's food companies is comparatively small at present. India is a promising country where markets for Japanese food products are expected to grow tremendously. However, Japan's food companies need to overcome the difficulties in the field of cultural management. This is a necessary process for Japan's food companies towards globalization. Simultaneously, it is also important for Japan's food companies to explore a growing market of Southeast Asia and get a stronghold on various markets. This is also important as a risk management strategy to safeguard against the vagaries of the regional economic co-operation and development and the deterioration of political relationship.

2) Future scenario

Reorganization of management system of Japan's food industry is the requisite for global business. Firstly, it is necessary for the major food companies to expand and stabilize operations in the domestic market. For this, the major food companies are expected to be positively associated with reorganizing the food industry for the purpose of (1)raising profit by reducing competition through M&A, (2)obtaining a large scale resources necessary for globalization of business, and (3) accumulating the experience of M&A which holds good in the global scene (Mizuho Bank 2010b: 62).

There are three options. The first option is horizontal development which aims at establishing a comprehensive food producer that can deal with the food products of wide range of segments. The second option is oligopoly of the market by integration of the competing companies belonging to the same segment. The third option is vertical integration between the primary processing segment and the secondary processing segment (for example, milling and noodle making). Among these options, horizontal development is inevitable to strengthen competitive power in a global market though the second and third options are effective for survival in the domestic market. Horizontal development is also important to promote business association with local enterprises in a global market.

There are three types of business associations for Japan's food companies with local enterprises abroad. They are (1) the direct control of the holding company by more than 50% ratio of investment, (2) the indirect control of the holding company by less than 50% ratio of investment, and (3) a license supply without-investment. Among these, it is an important option for Japan's food companies to establish and develop the franchise system in a global market through a license supply. By utilizing this system, the multidomestic strategy, which is a combination between standardization and localization, can be advanced efficiently (Mizuho Bank 2010b: 63-64). For example, Coca-Cola standardizes an undiluted solution recipe and Nestle standardizes a brand and an information system, which are provided to local agents in the world through the franchise system. Their products are localized to meet the local market's conditions and local food culture. It is feasible even for medium and small scale food companies to establish and develop the franchise system overseas if they have the format to offer commonly in the world market.

For speedy access to a newly emerging market, it is necessary to strengthen not only the horizontal cooperation among the companies of various segments but also the vertical cooperation among food related companies. As an example of horizontal cooperation, there is a case of association among a Japanese financial institution, a think tank, a sales network, an information network, and a trading company. Vertical cooperation includes a case of association among the manufacturing industry, wholesale business, retail trade, and dining-out business. They can cooperate vertically to project the attractive value of Japanese foods as a Japanese food system. They may expect the synergistic effect and capture a wider market by meeting a demand for food items consumed at home and restaurant. The typical example of this vertical cooperation is a development of Japanese convenience store in Asian market. According to MAFF, a larger alliance of this type is possible (MAFF 2010: 80-81).

The know-how of cross-cultural management is requisite for overseas development of Japanese companies. Understanding of cross-cultural management begins with clarifying the corporate philosophy of a company which intends to develop business abroad. In Japan, it is relatively easy to create a sense of unity among the staff and share a sense of values with client companies. For this, however, much more efforts and know how are necessary in a global environment.

The company which has undertaken the enterprise only in Japan has a management philosophy corresponding to a Japanese taste, economic conditions, and a sense of values. This management philosophy has a lot of shortcomings in global circumstances where economic, political conditions and the value system differ much from Japan.

Overseas development of Japanese companies needs reconstruction of the corporate philosophy incorporating a difference of the situation and value system including food culture in overseas. Although many of Japanese managers tend to think that good products sell themselves, they need to question the saying and have to ask the grounds of goodness: good for whom and how.

Reorganization of management system is also important for Japanese companies because there are many cases that lack unity and role assignments between the head office in Japan and the regional, branch office abroad. In such a case, it is difficult for the head office to grasp the situation of an affiliated company or branch office abroad. At the same time, since the branch office is not authorized to make a decision of important issues, management decisions tend to be overdue. As a result, the regional office of the company cannot take the initiative of an innovation, nor can they make speedy decisions at a crucial time and stage. All these force the company to lag behind.

It is important to make clear the roles of the head office and the local office, and authorize the latter to take speedy decisions on important issues. This authorization strengthens the incentive for the local office and leads to securing and work commitment of talented workers (MAFF 2010: 71).

It is important for the workers of the local office to cultivate and strengthen the capability to adjust to the actual conditions of the region or country. Particularly, food culture varies from region to region. It is necessary to localize the taste of food products based on the result of the market survey. The taste of global brand-name goods of the European and American companies is also basically localized.

Moreover, demand for food products differs a lot among income groups even in the same region. In this regard, it is necessary for Japan's food companies to review their old premium strategy and develop a new product targeting the volume zone. Since price is a very important factor for the low income group, localization of packaging including the weight adjustment becomes strategically important(MAFF 2010: 78-79).

Conclusion

Since the domestic food market of Japan was huge, food industry of Japan could devote to the business skill innovation and product development for winning competition among the domestic producers in Japan. However, time has changed. Nowadays, the population and the demand for food products in the domestic market in Japan is declining. It is imperative for Japan's major food companies to globalize their business not only for their survival but also for making a contribution to the world with their safe and nutritionally balanced food products that have a steady base on Japanese food culture.

As a strategy for globalization, Japan's food industry needs reconstruction of the corporate philosophy, reorganization of management system and global human resource development. For marketing, there are two important issues to be tackled. The first issue is to overcome the Galapagos Syndrome. In Japan, a country of technological innovation, many new products are too much optimized to the particular demand in the domestic market, which results in losing compatibility in the global market. The second issue is to cultivate a new global market. Japan's food industry needs to develop a product targeting the volume zone including the BOP market in addition to selling the high-spec(highly specified) products targeting the emerging market with the rising demand of the middle upper income class in the world.

For moving towards globalization, cross-cultural management is the key subject for Japan's food industry. As the Sanno University's survey result shows, there are many points to be improved for efficient cross-cultural management. We also notice some improvements in respect of cross-cultural management, which includes a recent movement towards collaboration between industry and academia for promoting globalization based on globalized human resource development. For this, some of the top rated Japanese Universities have started reforming their educational system by upgrading from the domestic standard to the world standard. The purpose of this reform is centered to globalize human resources by encouraging exposure and interaction of students in the global circumstances. Whether Japan will be appreciated again as a country of good craftsmanship and service development depends on the success of global human resource development and cross-cultural management.

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2 Organizational Culture and Psychological engagement driving towards human side of management: Implications from Human Resources Management and employee empowerment research

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Abstract

During turbulent days, organizations are increasingly seen to innovate ways to manage business. One of these innovations is in the area of developing and managing human resources. Experience has shown that developing human resources often results in achieving a sustained organizational growth. Various strategies are being adopted by business organizations in this regard. One also sees a paradigm shift from an approach understood as 'welfare approach' to that of an approach commonly known as the 'empowerment approach'. This approach of employee empowerment has seen interesting outcomes and hence has been accepted almost all across the world. This paper is an empirical study of Indian industry. It highlights some unique strategies adopted for managing human resources in this industry. The efforts have paid large dividends to the company. The workforce is committed as well as efficient. The business organization has succeeded and has been able to achieve global standards. This paper makes an attempt to advocate the cause of employee empowerment and calls upon practitioners to shift their practices from that of welfare orientation to empowerment. The paper also makes an attempt to demystify the concept of employee empowerment.

Key Words: Empowerment, Ownership culture, Leadership, Global Organization.

Introduction

We are presently living in times of complex and seemingly insurmountable challenges in all the spheres of our collective lives. A whole gamut of leadership crises is evident in our organizations and business. From all areas of our society and from the world at large, we do hear about crisis of ineffective structures and relationships. The workplace has become more challenging. The workforce of today is experiencing more uncertainty and this call for business organizations to adopt different strategies to deal with newer and more challenging issues. It is needless to say that Human Resources forms major component of organizational survival. In face of all this, we are called upon to rethink and renew our relationships in our organizations and our way of developing and managing human resources. We must find ways to create together a new and positive vision of the future. We must be empowered to pursue our higher common purposes. Our future quality of life depends on our sincere efforts in attaining the set goals. Similarly, most organizations have a number of employees who believe that they are dependent on others and that their own efforts will have little impact on overall performance. In fact, almost every society has within it some minority groups who feel incapable of controlling their own destiny.

Empowerment and empowering employees changes all the equations towards better organization growth and development. It changes the key structures of all relationships that exist...power relationship, work relationship, trust and faith relationship, delegated and shared responsibility relationship, employee-employer relationships and the very premises towards human resources development and management. The empowering policy and leadership role is to show trust, provide vision, remove performance-blocking barriers, offer freedom and encourage activities to perform without any boundaries. Indeed, the empowered organization as a whole is something, which focuses high at 'Human' and looks human resources as a prime asset of the organization.

Empowerment is a practice most organizations are looking for due to various positive benefits and advantages (Block, 1987; Caudron, 1995; Jeffery, 1995; Ann, 1996; and Argyris, 1998). Some view empowerment from the organization development point, where in the empowered employee takes the full responsibility of running and managing the organization (Kanter, 1989, 1995; Lawler, 1994). Some say that empowerment is like the emperor's new clothes…. We talk loudly about it in public, but none can actually see it when it comes to actual sharing of power, no manager likes to delegate the power (Argyris, 1998). Sometimes the issue is how to make a beginning in instituting and practicing empowerment in the organization. Empowerment itself is not an independent entity by itself. The success of the empowerment depends on various other systems. Infact, sharing power could be the main agenda in such an exercise. But other factors are equally important for empowerment to succeed.

It is clear that employee empowerment has a significant role to play in enhancing employee productivity to meet the challenges of the liberalized competitive environment. India has been facing a serious challenge in the context of liberalization, globalization and privatization. Companies cannot survive unless they cut their costs drastically to compete with other countries. Higher levels of service and qualities need to be attained. It has also been noted that developing human resources often results in a sustained organization growth (Eichen, 1989; Argyris, 1998; and Goold, and Campbell, 2002). What needs to be assessed is how this can be undertaken, and the impact of empowerment on the individual, the organization and the nation as a whole. Thus, an enquiry is required into human resource development and management through study of various strategies and practices. Infact, empowering employees would be crucial in evolving appropriate standards, as human resource is the single most valuable resource, which when applied imaginatively can make a quantum difference.

Empowerment Defined

At this juncture, before going deeper into the concept of empowerment, it is essential to have an understanding of the concept of power. What is power? May (1972) defines power as "the ability to affect, to influence and to change other persons". Hughes (1983) defines power as the "capacity to influence the forces which affect one's life space for one's own benefit". French and Bell (1999) see the power in organizations as "the capacity to effect or affect organizational outcomes and the ability to get one's way in a social situation".

Kanter (1977), Professor at Harvard Business School, and a pioneer in the area of organizational empowerment and related work, define the concept of empowerment as "giving power to people who operate at an advantage in the organization success". She conceives of a continuum from powerless to empower and encourages organizations to help people move towards the empowered end. She was the first woman to propagate the concept of empowerment from a sociological perceptive and later in the industrial context. The origin of empowerment work can be traced to Kanter's work.

Bowen and Lawler (1992), the former an Associate Professor of Management, Arizona State University and the latter Director, the Centre for Effective Organization, University of Southern California, have done extensive work in the area of empowerment. From 1970 to 2000, they have studied this concept in US Fortune Organizations. They define empowerment in terms of four organizational ingredients: Information about the organizational performance; Rewards based on organizational performance; Knowledge that enables employees to understand and contribute to organizational performance, and Power to make decisions that influence organizational direction and performance.

Essentially, empowerment is a process wherein decision-making authority and responsibility percolates from managers to the employees at the lowest rung. It involves more complex issues than just the traditional concepts of delegation, decentralization, and participation management. In all these three, it is just the work that is redistributed in different ways. In empowerment, people are trusted and given total freedom to do their job as they deem best-rather than getting them do the boss's bidding. It also means that individuals have freedom at different levels to decide not just their own course of action, but also that of organization, which help them to gain mastery over the organizational resources, benefiting both self and the organization. Empowerment enables people make independent decisions and operates towards organizational success. Empowerment results in individual employees having the autonomy for which they are totally accountable. Ultimately, empowerment is about altering, removing or attenuating the conditions that make one feel powerless. In light of these definitions, empowerment can be conceptualized as a liberating force. It gives one freedom in all practices at workplace and enables every employee to give his innovative best for the Corporate advantage.

The Power of Empowerment

It seems serendipitous that empowerment has come to the core of organizational life at this point in time. The philosophical swing of the 1950's, the self-expression phase of the 1960's, the technical focus of 1970's, the group and quality models of the 1980's and the participative workforce of 1990's, have steadily led to the emergence of a new paradigm of empowerment. Indeed, in all these stages, the basic concern derives from the individual's drive for self-empowerment. The new paradigm tries to define what people must do or experience to develop this power in relation to organizational enhancement and growth.

It is needless to say that empowerment makes people work those extra hours (Betof, and Harwood, 1992; Lawler, and Bowen, 1995; Argyris, 1998; Yoon, 2001; and Kanter, 2003). When it comes to it, nobody does anything because it helps the organization; they do it because there is something in it for them. At least empowerment is one of those initiatives that reap benefits for the individual first whilst enhancing the organization, as employees are prepared to give that bit extra to achieve both for them and the organization. It also makes one understand one's responsibility towards corporate success. But, one thing is quite clear that empowerment has positive implications in organizational success and growth as endorsed by studies undertaken by Marjorie Reynolds, 1991; Bowen, and Lawler, 1992; Rothwell, 1993; Howard, and Welkins, 1994; Lowe, 1994; Nelson, 1994; Owen, 1994; Gates, 1995; Lorsch, 1995; Mayer, *et al* 1995; Wall, and Jackson, 1995; Kahn, 1998; and Kanter, 2003.

Characteristics of an empowered workforce culture

There is a sharp difference between organizations that have put in practice of empowerment concepts. One of the main characteristics is an empowered workforce, and evidences show that those employees differ in traits from people working in a non-empowered organization (Caudron, 1995; Lawler, and Bowen, 1995; Chiristina, 1997; and Kanter, 2003). This is reflected in their behavior and approach towards work and workplace issues, perception and attitudes towards organization endeavour and the way they think and act. In fact, there is a significant difference in the culture and ethos followed by an empowered person.

The other visible characteristics of an empowered employee include active involvement for better organizational growth, seeks new challenges, grows-develops-learns continuously, has the feeling of self-worth, high morale and motivation, feels sense of shared responsibility, imparts trust, wants new things to be done, doesn't follow a particular mind set, desires to excel all the time, takes pleasure in others success, ethical approach, and value based behaviour.

An empowered person thrives on excitement and risk taking, generating lots of ideas, imagination, seeking freedom to do assignments and also giving freedom to others. Such a person is less egoistic and seeks information from all sides, adopts a benchmark approach, drives for perfection, works on own initiative, seeks challenges, sets exacting targets, is outward looking, likes responsibility, and above all, appreciates and express happiness on the work done by fellow employees. He is an open communicator and does not believe in double standards, and never says anything that he does not believe. He is open to criticism and works positively on it. What makes a person empowered is the continuous learning processes in all activities and at all the stages, as is endorsed by studies undertaken by Betof, and Harwood, 1992; Taylor, and Ramsey, 1993; Lawler, and Bowen, 1995; Argyris, 1998; and Yoon, 2001.

At this juncture in history, a clear understanding of the challenges in managing organizations, workforce and development of human resources is crucial for India to progress on the industrial front. We need to develop deeper comprehensive practices in managing and enhancing human force to the standards on par with global company. The importance of developing and managing human resources therefore becomes vital as we seek to respond to these complex and acute challenges. Ultimately when the issue boils down to the very survival of the organization, the only option is to go for a total overhaul and renewal of the way of functioning. Corporate Renaissance is thus mandatory for organizational success and would be an additional driving changes force coming from within the organization.

Research Design

The focus of the study is to understand why and what makes top performing companies different. What are the innovative and unique strategies they adopted in creating an organization of global standards? It was decided to use an explorative and descriptive design, which fits into the pattern of investigation. The study explored the technical and commercial context within which the chosen firm operated in terms of environmental certainty-uncertainty, stability and resource munificence. The study also looked at the timeline set for the change process that the firm went through (if that is what occurred), and explored whether the firm was set-up to be empowered from the beginning. The mandate was also to understand what things changed early, what things changed later and how well they meshed together. The current practices of developing and managing human resources were explored and descriptions of all these practices were analyzed through appropriate questionnaires and schedules, including verbatim recording of the responses.

Research Objectives

The investigation is an empirical research work undertaken to understand how a model company can be created with innovative workplace programs and policies. It was also intended to understand the impact of such innovative practices on employee empowerment and how such processes could change the very face of an organization and help it remain at the top of the business. An effort was made to understand all factors that contributed to empowerment—the systems, practices, policy and leadership. The study also tried to differentiate between the various human resource strategies adopted in empowering employees and how these strategies differed from other management practices. An effort was also made to see how these management practices impacted upon employee behavior.

With these core objectives, the study also attempted to understand issues like: Do we really need empowered people? Is empowerment something that can be done to someone, or is it something a person must choose? What role does the person in the top have to play in this exercise? With all these objectives, the genesis of empowerment is probed at a macro level.

Research Hypothesis [Ha]

Ha1: A good Organizational culture would shape behavior and develop positive attitudes towards organizational growth and development leading to employee empowerment;

Ha2 : Access to information about the mission, value, goals, and vision of an organization is positively related to empowerment.

Methodology

The objective of the study was to understand how the best practice companies differed in their approaches in managing and developing organization and HR, and learn more broadly about trends and challenges in the field. The Polyhydron Private Limited-PPL has adopted various innovative HR systems, which caught the attention of many researchers, scholars, and academicians. PPL was established way back in 1981 with the sole purpose of creating an organization on par with global standards, with a clean business and ethical approach. Before PPL was established, SBH (Late Suresh B Hundre, CEO and MD, not with us and expired this May 2013) with a few of his colleagues started a group under the Hyloc banner, manufacturing a wide range of hydraulic related equipments. PPL was one of the units under the banner. Changed ideologies and bigger dreams led to an amicable parting of ways. SBH took up the responsibility of independently running Polyhydron, a small unit then. Polyhydron manufactures hydraulic valves, radial pistons, pumps, etc. The wide range of products at PPL spans an average of 1000 models. The customers are from varied places and the turnover on an average is between Rs.25-30 crores.

The techniques and methods practiced in Polyhydron have attracted the attention of several corporate CEO's, who have expressed their appreciation at different forums. In the words of **Adi Godrej,** Managing Director, Godrej, India "*It has opened my eyes in many ways to see the excellent work done by you. I am sure your company has a tremendous future ahead of it*".

Sampling Population

Table No. 1: Manpower Responses at PPL

Sl. No.	Level	Total Employees	Responded
1.	CEO	1	1
2.	Managers	7	6
3.	Engineers	6	6
4.	Software Expert	2	2
5.	Administration	9	6
6.	Supportive	4	2
7.	Highly Skilled	5	5
8.	Skilled	18	16
9.	Semi skilled	19	16
10.	Unskilled	2	0
11.	Trainee	1	1
	Total	**73(1)**	**60(1)**

A total of 74 employees including top management form the total workforce in the organization, with different categories like highly skilled (HSK), skilled (SK), semiskilled (SSK) and unskilled (USK) employees, apart from the Engineers, Administrative and Managerial staff. The categorization is done on the basis of the nature of skill involved at the workplace. In fact, the CEO, who is also the MD, seven of the management cadre, six engineers with two-software experts and thirteen administrative staff, including four support staff at office level, forms one section. There are as many as forty-five grass-root employees, of whom five are highly skilled, eighteen are skilled, nineteen are semiskilled, two unskilled, and a trainee. All were included in the study, and as many as 62 employees expressed their willingness to take part in the final study, while the rest did not participate. Out of the total respondents, two could not complete the questionnaire and schedules at the final stage. Infact, they could only complete 40% of the enquiry, and thus, were not included in the study. The study results analyzed the data gathered from sixty respondents from different categories of employees. In addition to these, the CEO / MD of the organization by himself formed an important respondent.

Data Collection of Employees

An exhaustive questionnaire on empowerment in different languages was put forth. It was distributed to all employees who participated and a formal discussion with CEO / MD was done keeping in view the intended enquiry areas. Several angles of empowerment were probed and areas were identified, which were apt, valid, relevant, and put to test on a five point scale, viz: (1) Strongly agree; (2) Agree; (3) can't say; (4) Disagree; and (5) Strongly disagree.

In order to gain an understanding of the empowerment process in PPL, special attention was focused on certain areas, such as: the system of accountability within the organization, attitude development processes, mode adopted for career planning, the open communication process adopted, decision making process, delegation and shared responsibility, ethical standards adopted, feed-back system, methods for information sharing, leadership development in all spheres, organizational transparency, management and organizational ethos, power distribution, climate of politics, degree of trust and loyalty, team working and employee participation.

The enquiry is a scientific investigation into the practical workings of the empowerment system at PPL and hence is undertaken at multiple stages. The study used three distinct methodologies and procedure, viz: a) Pre-pilot observation; b) Pilot study; and c) Final observation.

a) Pre-pilot observation

The study began with pre-pilot observation carried out through a survey over a period of 8-10 months. Observation and identification of the management practices that were thought to influence business were made, such as: communication, leadership, transparency, values, decision-making, participation, management style and ethos, organizational politic, knowledge sharing, ownership culture and the like. Initial micro level discussion with employees was held from time to time.

b) Pilot study

A pilot study on specific practices was undertaken, wherein a few enquiry areas were identified and put to test. The study pursued an in-depth research of the management practices that were pre-observed, which play a major role in enhancing or weakening a company's performance. This pilot study allowed for verifying and extending the larger survey findings. The pilot study also paved the way for further exploration of new areas and it also concentrated on certain other areas in lines with the objectives and hypotheses of the study.

c) Final observation

At final stage, while collecting actual data, an exhaustive questionnaire / schedule was administered focusing all valid areas of empowerment and the extent of such organizational practices in the growth of the company and in creating an winning workforce, *per se.* Several areas were identified and put to test. The collection and examination of data were done in three stages after informing to all the participants about the purpose of the study, and the importance of their responses. The respondents were willing participants knowing the far- reaching positive effect that such a study would have on not just the individual, but on the organization and the nation as a whole. A sense of purpose and direction was injected into every case at all the three stages of data collection.

Stage 1: In the first stage, questionnaires and schedules were drawn up after identifying the relevant empowerment angles, which were put to test on a five-point scale. This was the first stage, where individual opinions were sought on five-point scale, viz: Strongly agree (1); Agree (2); Can't Say (3); Disagree (4); and strongly disagree (5).

Stage 2: In the second stage, formal and informal observation and discussions at workplace based on the responses regarding the practices in vogue were undertaken. In fact, at this stage, each participating respondent was met individually, and questioned about his opinions and feelings regarding the empowerment system and why such a feeling had been expressed. At this stage, more emphasis was on questions like - Why such a system / practice was followed? Was it apt? What are the benefits of such practices? It was more of a fact-finding mission to know and analyze the feelings, views and opinions based on responses to the questionnaire. A series of formal and informal visits, from time to time, to each respondent was undertaken, injecting a case-by-case and opinion-by-opinion.

Stage 3: All possible ways through which information could be collected were adopted. At each stage of data collection, frequent discussions with the CEO / MD were undertaken. Based on these methods, the final discussion was held, focusing particularly on the responses elicited using the questionnaire method, and on the observations made and discussions held. Views from all the sides were pooled into a collective opinion and put through final examination. This was the last stage and extreme care was taken to ensure that all opinions, observations and details of practices collected were discussed at length and then pooled for the final test.

Analysis of the Results

The focus in present study was on the qualitative analysis of the responses and results based on case-by-case observations. Since, quality and not quantifying the results was the focus, statistical analysis has been done only where relevant. Also, statistical equations probably cannot give the true picture of empowerment practices in such case study enquiry. However, to test the hypothesis, ANOVA has been applied for obtaining the F-ratio values and significance level. As also, to understand the degree of responses in relation to organizational practices, the mean and SD value have been put-forth. The hypothesis put to test includes: A good Organizational climate would shape behavior and develop positive attitudes towards organizational growth and development leading to employee empowerment; and access to information about the mission, value, goals, and vision of an organization is positively related to empowerment.

In a theoretical mode of empowerment in the workplace, organization empowerment can have a powerful influence on individual achievements. The positive systems in an organization will make a person move to great heights. This research extends the work by specifying the content and the nature of a sense of belonging and the nature of individual achievements. One-way to view industrial and organizational achievements is in terms of the constraints and opportunities it poses for an individual. For example, excessive bureaucratic constraints and red-tapsim inadvertently lead to passive mindsets and behavior of employees, where the sense of belonging is low (Argyris, 1998). On the other hand, a systematic cultured workplace will force the person to take great strides and motivates him to work those extra hours. There are reasons why people remain at the workplace after the scheduled time. One such factor is the sense of belonging and the positive relations that exist. A basic proposition of the hypothesis developed by this study is: Employee Empowerment results from of various coherent organizational practices conducive to creating such an environment. This hypothesis was to put to test.

The responses were on five-point scale, viz: Strongly agree-1; agree-2; can't say-3; disagree-4 and strongly disagree-5.

Table No. 02: Showing the Results of organizational culture, Workplace empowerment practices and psychological Feeling of Employees

ENQUIRY AREA	1	2	3	4	5
Human Value	68.3	30.0	0	0	1.7
Accountability	53.3	45.0	0	0	1.7
Honesty & truthfulness	81.7	16.7	0	0	1.7
Feelings of insecurity	0	3.3	10.0	61.7	25
Each is boss in himself	26.7	63.3	3.3	5.0	1.7
Most people are conservative	0	15.0	28.3	53.3	3.3
Everything is not negotiable here	5.0	33.3	13.3	46.7	1.7
I am paid just to work	3.3	50.0	1.7	35.0	10.0
There is bureaucracy	0	3.3	5.0	48.3	43.3
Common rooms are shared	11.7	56.7	6.7	23.3	1.7
I am trusted in the Organization	58.3	40.0	1.7	0	0
Some have hidden agendas	6.7	5.0	15.0	56.7	16.7
I blame others for over all failure	0	0	6.7	71.7	21.7
Top person doesn't believe me easily	1.7	6.7	10.0	73.3	8.5
Ends are more imp. than means	38.3	35.0	5.0	20.0	1.7
Management is subjective here	8.3	16.7	13.3	55.0	6.7
Management dont recognize hard work	1.7	10.0	10.0	65.0	13.3
We don't try new things because of Mgt	0	3.3	3.3	66.7	26.7
Mgt open to idea's information sharing	51.7	46.7	0	0	1.7
Management creates fear some times	0	1.7	8.3	51.7	38.3
Mgt does not share confidential matters	3.3	15.0	20.0	51.7	10.0
Management is not transparent	10.0	11.7	3.3	53.3	21.7
They have their own people	8.3	25.0	18.3	30.0	18.3
We can learn/develop continuously	6.7	1.7	1.7	53.3	36.7
Confidence/faith in team members	16.7	70.0	6.7	6.7	0
Management encourages teams	16.7	53.3	23.3	5.0	1.7
Mgt feedback is always subjective	3.3	13.3	21.7	56.7	5.0
Management has close door discussion	0	6.7	15.0	53.3	25.0
Polices shown not practiced	0	3.3	11.7	55.0	30.0
The boss is always right	3.3	21.7	8.3	58.3	8.3
People are hardly trusted	1.7	6.7	0	58.3	33.3
Some are favored over others	1.7	3.3	18.3	63.3	13.3
Decisions are objective	10.0	20.0	16.7	46.7	6.7
Some are favored while taking decision	0	3.3	20.0	63.3	13.3
I am involved in decision making	5.0	36.7	38.3	18.3	1.7
Managers spy on me	1.7	1.7	10.0	61.7	25.0
Own objectives, mission, goals	18.3	61.7	10.0	8.3	1.7
Every recognition is made public	11.7	61.7	16.7	10.0	0
I usually work to get recognition	3.3	16.7	23.3	51.7	5.0

Analysis

There were several areas identified and put to test to find the reasons for high sense of belonging of employees through empowered workplace systems. The significance of the hypothesis was put to test on different age groups, department-wise, education wise and experience wise, and how these different categories of employees view the system. As many as 40 odd different variables were put to test. When the value and respect employees received from the management in the organization was put to test, as many as 98% employees expressed that people were valued highly, 68% agreed to a great extent, followed by 30% agreeing to a moderate extent. The results also say that only one percent strongly disagreed that the value for humans is not high in the organization. This is a noteworthy observation because all the remaining practices depend on how the human resources are taken care of. Another enquiry examined the level of accountability that each one shouldered in the organization. The responses were quite noteworthy, and only one percent strongly disagreed with the system saying that each is not held accountable and is blamed for not doing work properly, whereas, as many as 53% and 45% of employees strongly and moderately agreed that the system made each one accountable for his/her own action and did not blame others for the outcome.

A look at the other practices put to test included management's trust level on each individual, which revealed that 98% were happy that they were trusted in the organization and none disagreed with this practice. The actions of employees were not cross-examined. The hidden agenda of employees and management also spoils the workplace atmosphere, which was put to test. More than 75% disagreed and felt that none had hidden agenda in the organization and every activity was transparent and open. A minimum of 15% employees could not respond to the enquiry. As many as 11% of the employees agreed that there are individuals who have a hidden agenda.

The nature of people and their behavior at workplace was put to test to know whether people possessed conservative characteristics and whether they were honest. Nearing 56% disagreed that people were conservative and as many as 28% were not in a position to respond. 15% of respondents felt that people were conservative and said that it reflected in their actions. A sense of belonging can also be created with the philosophy of equality. As employees of all levels in the organization shared common rooms, more than 65% confirmed that there was a culture of sharing, whereas 25% disagreed. About 6% were unable to judge and didn't respond to the enquiry.

To the query whether management is considered subjective in its approach, 60% of the employees disagreed saying that the management is not subjective in its approach towards workplace issue, whereas 20% agreed and felt that management is subjective sometimes. Management also recognizes hard work of employees, as expressed by more than 75% of employees working in the organization, and as many as 65% of employees said, management is interested in ends and the means used by all in reaching organizational goals. A workforce with high productivity and motivation looks for a management with fair behavior. More than 75% of employees felt that management behavior towards each in the organization was transparent, open and visible. A small group of 21% felt that management was not transparent, whereas, three percent of employees could not respond to the enquiry. The rest responded, and the enquiry areas are presented in No 5.6 with the corresponding results.

Mean and SD results for Ha1 and Ha2

Table No 3 shows the Mean, SD and total values in relation to all the four independent variables and the enquiry areas. Each category was further sub-divided as shown in the table.

Table No. 3: Mean and SD Results

Category	N=60	Mean	SD	Age
	< 30	25	343.76	34.68
	30-39	25	330.24	49.34
	>40	10	335.00	40.94
TOTAL		**60**	**336.60**	**42.11**
Experience	<10	33	343.15	31.90
	>10	27	328.59	51.49
TOTAL		**60**	**336.60**	**42.11**
Education				
Upto SSLC		24	340.29	40.80
PU/BA/BSc		20	342.35	25.92
PG/Engg/Dip		16	323.44	56.71
TOTAL		**60**	**336.60**	**42.11**
Department				
Managerial		22	334.82	34.99
Other		38	337.63	46.15
TOTAL		**60**	**336.60**	**42.11**

Table No 3 shows the results of Mean and SD percentage with respect to the Ha1 and Ha2 formulated. This is a very significant finding and demonstrates the strong link between assumption in the mainstream study and the values of Mean and SD results. The results with the corresponding percentage values clearly show the link between the practices and the outcomes. The mean and SD values with respective to four independent variables, viz: age, work experience, education level and employees working at various departments suggests that there is high correlation between the perception of employees, the workplace practices and employee empowerment, *per se.* The responses are likely to influence the outcomes with employee characteristics like age, work experience, education and employees working at various departments.

ANOVA results for Ha1 and Ha2:

The hypothesis was tested in relation to four independent variables in finding the level of significance and relevance of the practices. The four independent variables were examined into two categories and the results were tested in two ways, i.e. the significance level between the groups and the significance level amongst the group members, and whether group members between or within differed in perceiving the practices and the reasons for homogeneity in responses, if at all.

Table No. 04 : Showing the ANOVA Results

Category	Sum of Square	df	Mean Square	F-ratio	Significance level
Age					
BG	2261.840	2	1130.920	.630	.536
WG	102375	57	1796.045		
Total	104636				
Experience					
BG	3147.639	1	3147.639	1.799	.185
WG	101.489	58	1749.806		
Total	104636				
Education					
BG	3814.079	2	1907.04	1.078	.347
WG	100822	57	1768.813		
Total	104636				
Department					
BG	110.285	1	110.285	.061	.805
WG	104526	58	1802.174		
Total	104636				

Note : B/W : Between the group W/B : Within the Group

The results of the study prove that generally the groups did not differ in perceiving the practices, and there were no significant differences in the group members' thinking, as also amongst the group thinking as far as empowerment practice was concerned. Across all the respondents, the responses tended to be similar, either in agreeing or disagreeing with the organizational practices. Amongst the age level, work experience, educational standards and employees working in different departments also, the group did not differ much in perceiving the practices of employee empowerment by the management. The obtained F-ratio value for these variables, viz: .630; 1.799; 1.078; and .061 respectively proved insignificant differences in responses of the employees and organizational practices. The significant percentage values of .536; .185; .347; and .805 respectively also proved insignificant differences in the responses of different groups.

The responses give a true picture of the various practices that are instituted at PPL. What is noteworthy is the similarity of responses across different categories of workforce, while agreeing or disagreeing with the enquiry, and are homogeneous in all the categories of respondents. This observation also holds well in results between different groups that exist. It is a fact that the practices of empowering employees are clearly visible at PPL, and every employee has felt the positive implications accordingly.

Conclusion

Creating High Performance Workforce through Employee Empowerment: A Case of Practicing Organization

Managements and Corporate in present era continuously look for ways to become more efficient in the new market place. Indeed, innovative workplace practices like open lines of communication, shared and delegated responsibility, leadership at all levels, open appraisal systems, high level of trust and faith in all, shared decision making, transparent management ethos, individual and group accountability, and strong employee participation are the strategies adopted to develop HR in the organization .

The researchers in the field of Human Resources Management and Human Resources Development like Perry (1992); Rosen (1993); Gates (1995); Kanter (1995); Lawler and Bowen (1995); Smilor (1996); Argyris (1998); Mellinger (1998); Beyster (1999); and Reynolds (1999) are increasingly facing a dilemma in suggesting the best strategy to handle the newer requirements of the workforce. Research on strategies adopted in managing human resources has shown that much change has taken place over the years. One has seen new concepts evolving during the late 1980's and early 1990's. Some notable ones among them are the employee involvement and participation; self managed teams; delegated and shared decision-making; co-determination; quality circles; and the like. Many of the old theories on human resources have been rewritten and new models are developed to cope with the rapid changes brought in as a result of liberalization. But, how one approaches human resources is often a prickly question for the management, because businesses and organizations in the Third World economies are experiencing the winds of change.

The present buzzword in developing and managing human resources is employee empowerment. This is the most powerful driving force towards the growth for sustainable increase in the profits. In the words of Argyris (1998) "*empowerment involves a creative act that frees a person, a group, an organization and even a total system to behave in new ways*". Employee Empowerment is a tool, which frees the inner driving force towards sustainable growth. It is also the path of success leading towards organization survival and towards developing a winning strategy in managing the human resources and development of the organization.

The Performance Indicators: HR way

The performance of such practice is seen in different ways. The sales turnover, which was barely in thousands, has crossed crores now. There is tremendous growth of profit. The costs have also been reduced with employees taking full responsibility of overhead wastes. No scales can measure the satisfaction of the employees. Infact, the satisfaction that employee feel in being with PPL can't be measured by any financial scales. The success in the organization also depends on employee traits and characteristics, which are necessary, and found in the employees of PPL, such as: assertive behavior, self motivated, transparent approach, tenacity character, growth oriented attitude, no egoism, extravert nature, open communicator, working in team, dedicated and committed, willing to take risk, open to new ideas, result oriented, participative approach, seeks challenges, drive for perfection, ethical approach, desire for quality and excellence, honest in all the business dealings and above all, enjoys the work done by oneself and that of others. All these traits are reflected in organization's development at a macro level.

The feelings of employees towards management are also positive. The management is viewed as a responsible management and not merely as a boss-employee relation. The feeling amongst all towards management is that the management looks for results; is uncritical; objective in approach; empathetic towards employees; respects all irrespective of ones contribution; encourages each; loyal and truthful; transparent; visionary and above all, accepts healthy criticism. These feelings have helped the organization to grow in turbulent times. Infact, on the macro scale, employees feel a part of organization and hence the inner satisfaction of identifying with the organization, which is remarkable.

Recommendations for Empowerment strategies to be instituted

Based on findings and observations in the study, some tentative areas have been identified for creating High Performance Work Systems - HPWS and High Performance Work Practices - HPWP. These practices, however, directly and indirectly reflect on the practices of empowerment on larger scale and are essential for employee empowerment. These recommendations, however, are not based on the shortcomings of the practices at PPL. These are directives for Executives who are looking at empowerment on a macro level.

Platform for Empowerment

Be prepared to thoroughly experiment the distribution of power and delegated responsibility. A proper grounding is required and do not hurry. One may start the practice and may not get the desired results immediately. Study and understand what has to be looked into: the system, the practices, the people or the ethos. Each stage requires careful study and each step should be followed by the next appropriate step. Also, look to what degree each employee has to be empowered. Further, there are certain essentials to be seen and worked out, viz:

- Is organization policy apt to practice empowerment?
- Is leadership at all levels visible?
- Is employee behavior transparent; and
- Do employees accept challenges, and the like.

Psychological Empowerment

Empowerment is not just passing the power to each and everyone in the organization. It should be felt and realized by person that he can really act and has the power to act. He should feel the sense of "power" - a psychological state one feels while working. It is this feeling which makes one to act with maturity. Instead, just telling a person that power is transferred could do little good than given. It is the psychological feeling, which creates a good workplace and this feeling amongst all the employees will reflect positively in the development and growth of the organization. The power should rather be felt. So create such an ethos and governance.

Workplace Culture

Certain significant areas and scope of empowerment are to be addressed. The need to develop a refined shared culture is always the best way to start. Varied components of culture constitute workplace and it is the empowered culture, which reflects the success of an empowerment system. The culture like: flat organizational structure and hierarchy, no designated positions, high respect to human, transparent ethos, open lines of communication, employee participation, working in team, high level of trust, each one is a decision maker, creating an entrepreneurial workplace, and transparent open feedback are the first success step towards empowerment to succeed. An entire paradigm shift in workplace culture should be developed and created. In addition, a learning culture is what makes that significant difference in the success of the organization.

Accountability

Each employee in the organization should be made accountable for his or her actions. Responsibility and accountability are the sole properties of persons, who have power, either it is the individual or the group. Since, empowerment is to invest power in all; no one should ever be allowed to blame other individual. Accountability in all the activities undertaken will develop mature thinking and responsible behavior. This is crucial for empowerment to succeed at macro level. One should not be held accountable, instead, one should by himself realize his accountability and responsibility for the actions and the desired behavior.

Define the Purpose

Each employee needs to know what is that the organization wants from him and what are the purpose and objectives of the organization. Define the organization purpose and the purpose of the individual. Make them also realize how purpose is built and how it can be realized and fulfilled by each. Define the purpose of the organization, the purpose of empowerment exercise and the purpose why power is given to them and the impact they can make. People should be told the reasons of 'Why' for all the activities undertaken in the organization, while being empowered. When an empowering exercise has been practiced and employees are liberated through the sharing the power, there could be some employees who may not understand the spirit behind it. Make them realize why such a particular act or action has been initiated and the advantages of power distribution.

Open Door Policy and Transparency

The management should follow the principles of transparency in all the activities and functioning. Be open and clean in approach and follow-up work. Never should the management create a feeling of dissatisfaction among the employees due to the conservative approach of management. Never should employees feel insecure owing to management behavior and policy. Their (management) behavior, attitudes, style of functioning, empathic behavior towards employee contribution and positive thinking makes all that difference in the success of an organization. Dual policy of saying one and practicing another should be avoided. The creation of a friendly atmosphere by the management through apt actions signifies how the organization would develop in the days to come.

Ownership Culture

The ownership concept should follow the rule that each one is an owner and each one is worth equally in the exercise of running the organization. Make each feel like an owner. This could be done through sharing equal responsibility and authority among all. While doing so, make your employees feel like owners and make them understand and realize the worth of ownership. Ownership is a psychological feeling, which creates a personal world in itself. The concept that 'I' have just come to work should be removed and the feeling of 'My Organization' should suffice. They always need to feel part of the organization and not mere employees who are paid to perform the work. With shared responsibility and authority, one can create the shared ownership.

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3 Perception Belies- Ethical Management Practices Not always Rosy with MNCs

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Abstract

This paper is based on the role of ethics in management. A comparison of the ethical management systems of MNCs in India and Indian Companies has been made covering various ethical management practices. The normal belief that ethical management systems in MNCs are better are found to be largely untrue. With reference to ethical practices, Indian companies fare better. For the purpose of comparison, the views of the senior management were only taken while the original research also covered middle management and employees.

Key Words : Ethical Related Actions, Values, Cultures, Ethical Standards, Corporate Hierarchy.

Introduction

The most critical issue in ethics management on one hand is the continual conflict between the economic performance of the firm, measured by revenues, costs & profits, stockholders' interest and on the other hand the social performance of the firm, which is difficult to measure but represented by obligations to employees, customers, creditors, suppliers, distributors and members of the public in general.

The chairman of the Board of Deloitte & Touché, USA LLP said this: "Corporate leaders have a duty to build and foster a value-based culture that thrives on high ethical standards and makes corporate and social responsibility a top priority. Only by instilling these values in our respective organizations we will be able to bestow a promising future to the next generation".

The senior management of both the MNCs and Indian companies have to play a major role in instilling such ethical standards & values in any organization. This paper indicates some of the ethical roles to be played by the senior management. These are not exclusive roles, but are of routine nature and have to be exercised, followed and course corrections carried out to make the organization a success. A comparison of the ethical management practices as researched by the authors has also been indicated.

Review of Literature

Human beings in today's world are bothered about perpetual conflicts, challenges and chaos in the society. Environmental problems are adding up to the sad scenes. Such strife is due to imbalances in mind and heart and not due to the marvelous development in technology and its application. Opportunities exist in the society to reduce such dilemmas which can be achieved by coupling development in all spheres along with humanism.

Lala (2006) says that an ethical leadership consists of "Communication, compassion, competence, coverage, decision making, humility, integrity, management, purpose, stamina, teamwork, training and vision". He stresses the importance of 'compassion' in ethical leadership and quotes Churchill who calls compassion as 'deathless glory'.

Kaul (2007) quotes from 'Dhammapada', the holy book of Buddhism "It was not outward appearance of modesty or purity that made one noble but the purity of one's thoughts, purged of all defilements and established in the eternal Dhamma that made one noble".

The Old Testament says, "He who walks with the integrity walks securely".

Intellectuals of the recent past have this to say on ethical values:

- Rabindranath Tagore says, "What is valuable to a man when he is bad becomes worse than valueless when he is good".
- Vivekananda says, "Great error of all ethical systems is failure to teach means to refrain from doing evil".
- Mahatma Gandhi says, "In the path of morality, there is no such things as reward for moral behavior".
- Sri Aurobindo says, "The kernel of true ethical being remains always the same – will, character, self-discipline, self mastery – these are almost the first conditions for human self perfection".

In the 'Perspectives in Business Ethics' author Hartman (2003) brings out various Ethical Theories and Approaches and indicates applications of Traditional Theories to Modern Business Making. She suggests that in corporate & business levels, the moral decision making processes can be regulated through the publication of code of conduct, code of ethics and corporate values of the company.

In the book 'Swami Vivekananda on Universal Ethics and Moral Conduct' by Swami Ranganathananda (1995), says that ethics & morality are the "Real Basis of Life". He adds: "All knowledge is within us. All perfection is there already in the soul but this perfection has been covered by nature; layer after layer of nature is covering this purity of the soul. We simply take the veil off; and the soul manifests itself in its pristine purity, its natural, innate freedom".

Shekhar (2002) in his book, 'Ethical Choices in Business' states that ethics could have a descriptive aspect (D), a normative aspect (N) and an analytical aspect (A) which is called DNA of ethics. He puts all of them in six bundles of ethical lessons from history to improve our integrated understanding.

Chakraborty (2005) in his book, 'Ethics in Management – Vedantic Perspectives' leads us to a different direction which he terms as 'Moral Business Ashram'. The word "Ashram stands for a serene and calm, sacred and simple locale in a wooded surrounding where individuals can practice self discipline and austerity for the consummation of a vow". He says that, "it reflects the ingrained Indian ethos most of our managers secretly nurse". Probably, "the ultimate idea is that an individual in Indian culture is the holyman".

Sharma (2007) in his book, 'New Mantras in Corporate Corridors', says the foundation of Indian corporate model is based on Indian Ethics and the Spirit of Development. He says, that "in sharp contrast to the western model of 'Protestant Ethics' and the 'Spirit of Capitalism', the Indian ethics model with its emphasis on holistic development provides us a new model for future development of human society", in which 'spirit of capital' or the 'artha' dimension of life is not negated but is driven by 'dharma or the ethics'. He further says that the "dharma driven 'artha' or the 'spirituality guided materialism' represents a balanced approach to development". He adds, that, "Western ethos are rooted in individualism or the primary of self interest; eastern ethos favour 'lokasangraha' or the primary of collective interest and altruism; what required is a balance between the two".

In June, 2000 under the auspices of Global Ethics Foundation, Tubingen University, Germany, the former Prime Minister of England, Tony Blair, gave a clarion call as "community within a nation, interfaith understanding, and community as an international idea". He emphasized on "free trade is the key to prosperity for poor nations, debt relief and solidarity with poor nations, fight against crime and drug abuse on an inter nation basis, non destruction of environment, non-proliferation of nuclear threats and finally a great stress on revolution of information and biotechnology".

Austin (1961) in his article 'Code of Conduct for Executives' suggests a simple code of ethics for executives. He says; "Business Ethics, Corporate Morality, Corporate Ethics and similar phrases mean nothing. The public's opinion of the ethics of business and of the corporation is based entirely on the actions of individual business managers". He adds that code of conduct and other statutes only create an attitude of suspicion. If business management is to be a profession, it must meet the basic requirements of the professions. One of these requirements is an internally developed code of conduct that can be and is professed as the code by which the members of the profession will live. In his opinion, the code should call on the executive to assume the duty of: a) Placing the interests of this company before his private interests; b) Placing the interests of society before his own and his company's interests; and c) Revealing the truth in all cases of involvement.

Objectives of the study

a) To establish that the ethical management practices followed by MNCs in India are not always better than the Indian companies.

b) To establish that Indian companies in many cases are better than the MNCs.

c) To show that in some ethical factors, MNCs & Indian companies match in the ethical management practices.

1. Research Methodology

Five MNCs and five similarly placed Indian engineering companies are chosen. All the ten are Bangalore based. One from each of the following countries are chosen to make the five MNCs viz: Japan, USA, Germany, Sweden and Switzerland.

The questionnaire prepared for different functional areas like Senior Management, Middle Management and Staff & Employees was different even though a few commonalities existed. From each company five senior managers, ten middle level managers and fifteen of staff and employees are chosen. The feedback obtained are enumerated under the heading 'Research Findings' which is chapterised later.

2. Ethical Landscapes

The National Business Ethics Survey, 2005, made by Ethics Resource Centre, USA, suggests 18 critical elements of an organizational culture. These are the Ethical Related Actions pertaining to different levels of management and workers.

They are as follows:

Top Management	Communicates ethics as a priority Sets a good example of ethical conduct Keeps promises and commitments Provides information about what is going on Employees perceive that top managers are held accountable
Middle Management	Communicates ethics as a priority Sets a good example of ethical conduct Keeps promises and commitments Employees perceive that middle managers are held accountable for ethics violations.
Supervisors	Communicates ethics as a priority Sets a good example of ethical conduct Keeps promises and commitments Support employees in following organizational standards
Co-workers	Considers ethics while making decisions Sets a good example of ethical conduct Talks about importance of ethics Support employees in following organizational standards Employees perceive that non-managers are held accountable for ethics violations.

3. Research Findings

The research findings have been indicated under various Ethical factors. Higher figures in the tables are shaded.

Ethical Related Actions

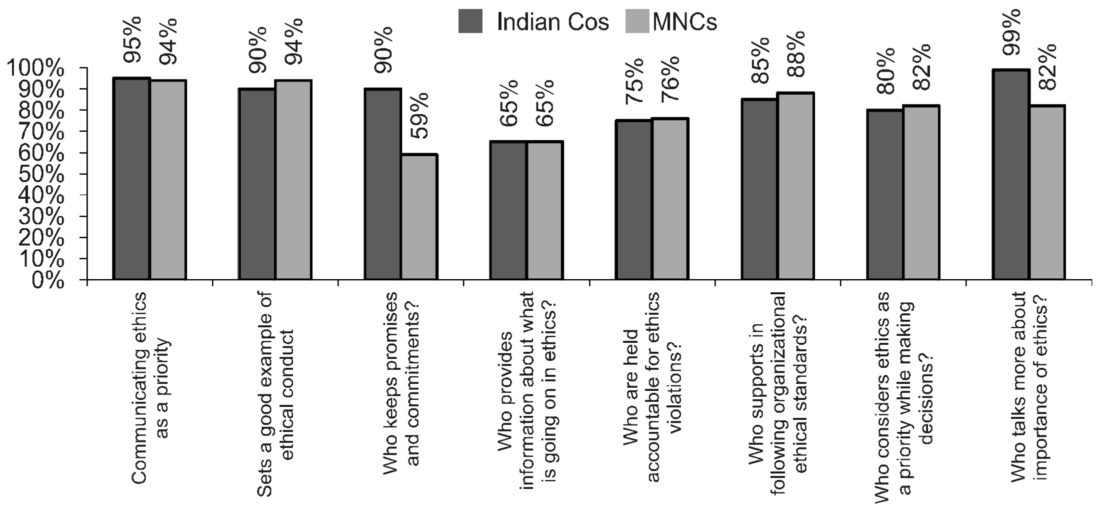
There are a few Ethical Related Actions (ERAs) which every ethically managed company has to observe. The degree of shouldering of such responsibilities varies among employees, mid managers and senior managers. The degree of response of only the senior managers from MNCs and Indian companies for shouldering such responsibilities is indicated in the tabulations and the graphs (Refer: Table-1 & Graph-1).

Responses for Ethical Related Actions (ERAs) Table-1

	Senior Management	
Ethical Related Actions	Indian Cos	MNCs
Communicating ethics as a priority	95%	94%
Sets a good example of ethical conduct	90%	94%
Who keeps promises and commitments?	90%	59%
Who provides information about what is going on in ethics?	65%	65%
Who are held accountable for ethics violations?	75%	76%
Who supports in following organizational ethical standards?	85%	88%
Who considers ethics as a priority while making decisions?	80%	82%
Who talks more about importance of ethics?	99%	82%

Source: Primary Data

Graph-1



6.2 Desired Organisational Cultures

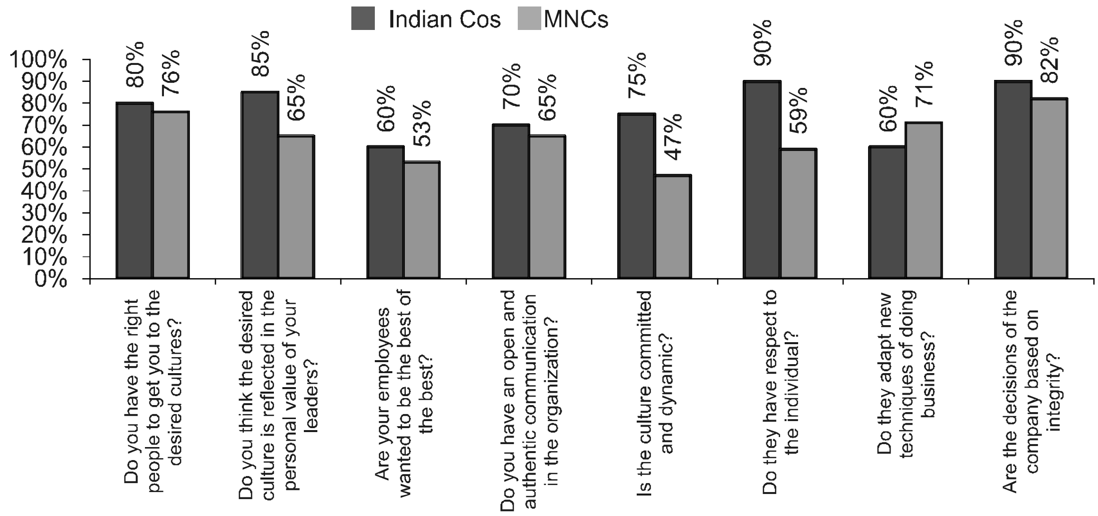
Among the eight different factors of cultures, the Sr.Managers, were asked to indicate the type of culture existing in their companies (Refer: Table-2 & Graph-2). The responses are as follows:

Table-2

	Senior Management	
Type of cultures	Indian Cos	MNCs
Do you have the right people to get you to the desired cultures?	80%	76%
Do you think the desired culture is reflected in the personal value of your leaders?	85%	65%
Are your employees wanted to be the best of the best?	60%	53%
Do you have an open and authentic communication in the organization?	70%	65%
Is the culture committed and dynamic?	75%	47%
Do they have respect to the individual?	90%	59%
Do they adapt new techniques of doing business?	60%	71%
Are the decisions of the company based on integrity?	90%	82%

Source: Primary Data

Graph-2



6.3 Ethical Behaviour of Senior Managers

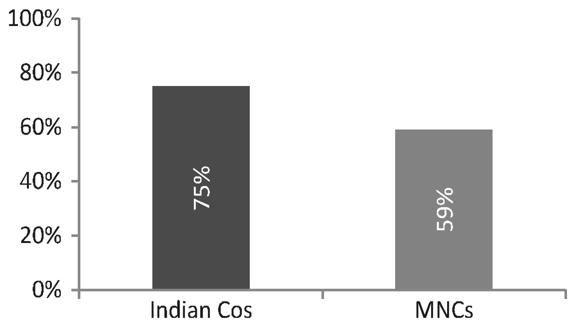
The responses of the senior managers were obtained to know if the ethical behavior pervades through all levels of corporate hierarchy in the organization (Refer: Table-3 & Graph-3). The responses of the senior managers are as follows:

Graph-3

Table-3

Senior Management	
Indian Cos	MNCs
75%	59%

Source: Primary Data



6.4 Factors for Ethical Culture

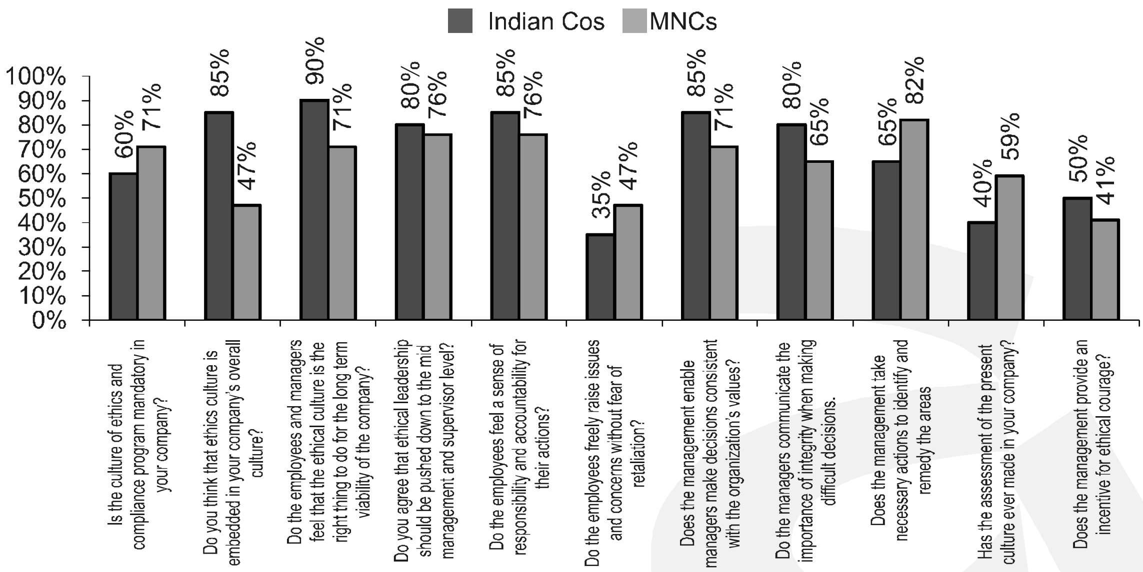
Some of the factors which create an ethical culture in an organization are indicated (Refer: Table-4 & Graph-4). Percentages of senior level managers who agree with the views are given.

Table-4

Ethical Culture Factors	Senior Management	
	Indian Cos	MNCs
Is the culture of ethics and compliance program mandatory in your company?	60%	71%
Do you think that ethics culture is embedded in your company's overall culture?	85%	47%
Do the employees and managers feel that the ethical culture is the right thing to do for the long term viability of the company?	90%	71%
Do you agree that ethical leadership should be pushed down to the mid management and supervisor level?	80%	76%
Do the employees feel a sense of responsibility and accountability for their actions?	85%	76%
Do the employees freely raise issues and concerns without fear of retaliation?	35%	47%
Does the management enable managers make decisions consistent with the organization's values?	85%	71%
Do the managers communicate the importance of integrity when making difficult decisions?	80%	65%
Does the management take necessary actions to identify and remedy the areas ?	65%	82%
Has the assessment of the present culture ever made in your company?	40%	59%
Does the management provide an incentive for ethical courage?	50%	41%

Source: Primary Data

Graph-4



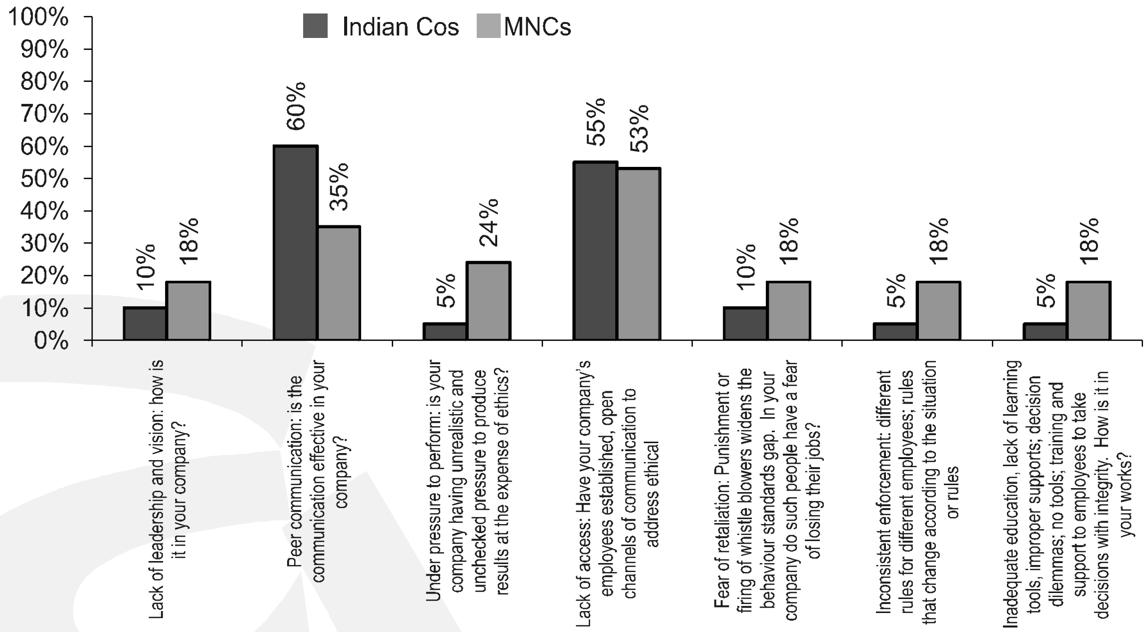
6.5 Drawbacks in Corporate Cultures

Various factors exist which contribute to the drawbacks & weaknesses in a corporate culture & control environments which in turn increase the risk factors and further create the behavior standards gap (Refer: Table-5 & Graph-5). Respondents who agree with this view are as follows:

Reasons for behavioral standards gap Table-5

	Senior Management	
	Indian Cos	MNCs
Lack of leadership and vision: how is it in your company?	10%	18%
Peer communication: is the communication effective in your company?	60%	35%
Under pressure to perform: is your company having unrealistic and unchecked pressure to produce results at the expense of ethics?	5%	24%
Lack of access: Have your company's employees established, open channels of communication to address ethical	55%	53%
Fear of retaliation: Punishment or firing of whistle blowers widens the behavior standards gap. In your company do such people have a fear of losing their jobs?	10%	18%
Inconsistent enforcement: different rules for different employees; rules that change according to the situation or rules	5%	18%
Inadequate education, lack of learning tools, improper supports; decision dilemmas; no tools; training and support to employees to take decisions with integrity. How is it in your works?	5%	18%

Source: Primary Data Graph-5



6.6 Tone from the Top

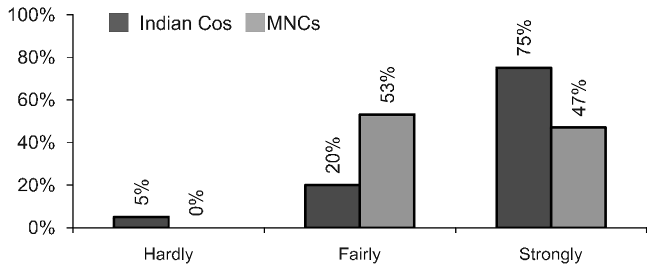
For every employee to observe an ethical conduct 'a tone from the top' is necessary (Refer: Table-6 & Graph-6). The responses are as follows:

Table-6

	Indian Cos	MNCs
Hardly	5%	0%
Fairly	20%	53%
Strongly	75%	47%

Source: Primary Data

Graph-6



6.7 Embed Culture for Compliance

For building ethical culture, the respondents believe 'strongly' in observing the following (Refer: Table-7 & Graph-7):

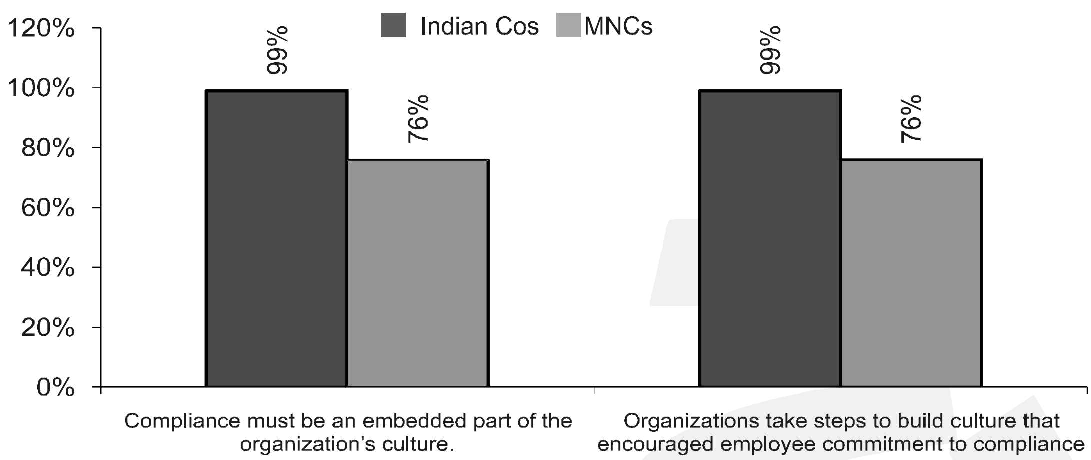
Compliances & ethical cultures

Table-7

	Senior Management	
	Indian Cos	MNCs
Compliance must be an embedded part of the organization's culture.	99%	76%
Organizations take steps to build culture that encouraged employee commitment to compliance	99%	76%

Source: Primary Data

Graph-7



Ethical Values in Organisations

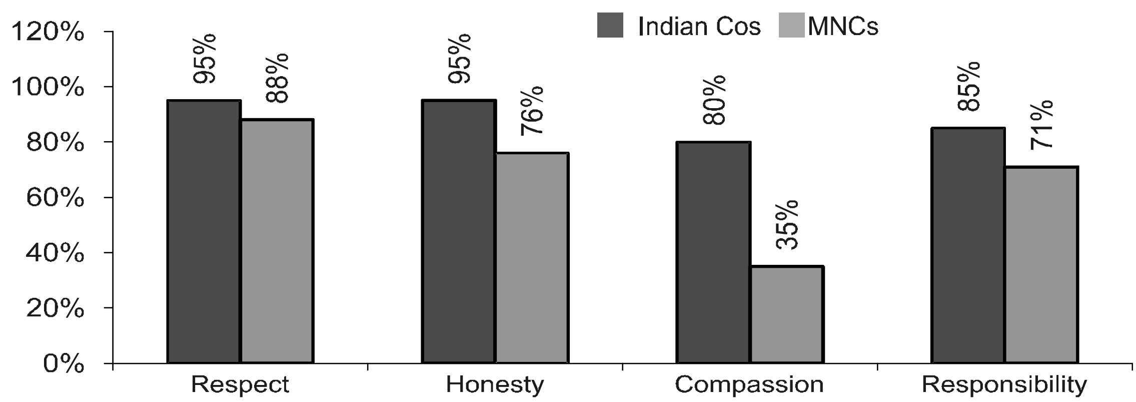
The perception of the Respondents about the most accepted and identified ethical values in an organization could be different (Refer: Table-8 & Graph-8). Responses of Senior Managers are indicated below:

Table-8

	Senior Management	
	Indian Cos	MNCs
Respect	95%	88%
Honesty	95%	76%
Compassion	80%	35%
Responsibility	85%	71%

Source: Primary Data

Graph-8



6.9 Quality of Work life (QWC)

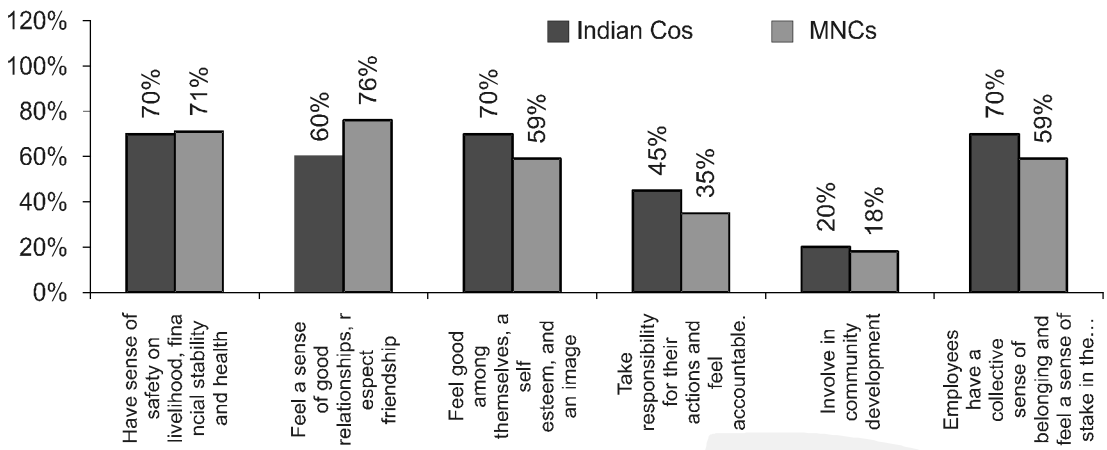
Quality of work life in MNCs & Indian companies could be different, and so also the feeling of Senior Managers about the QWL of their companies (Refer: Table-9 & Graph-9). The responses are as follows:

Quality of work life **Table-9**

	Senior Management	
	Indian Cos	MNCs
Have sense of safety on livelihood, financial stability and health	70%	71%
Feel a sense of good relationships, respect friendship	60%	76%
Feel good among themselves, a self esteem, and an image	70%	59%
Take responsibility for their actions and feel accountable.	45%	35%
Involve in community development	20%	18%
Employees have a collective sense of belonging and feel a sense of stake in the organization	70%	59%

Source: Primary Data

Graph-9



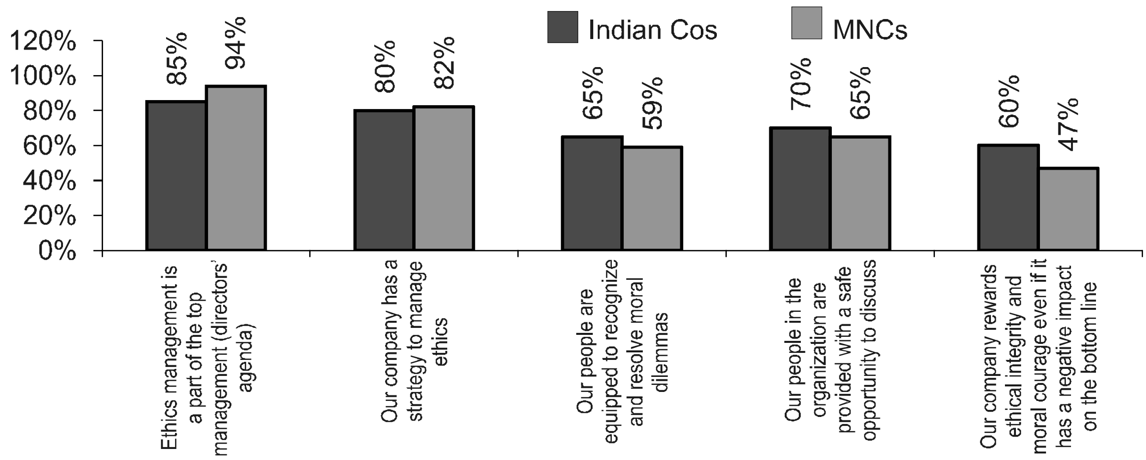
6.10 Top Management – Guardians of the Company

Directors/Top Management is essentially guardians of a company. Besides maximizing return on investment, good governance demands that directors/senior management do everything in their power to protect shareholders assets through ethical management practices (Refer: Table-10 & Graph-10). The responses by senior and mid managers to some of the practices of top management are as follows:

Perception of 'Top Management' is guardian of a company **Table-10**

Management Practices	Senior Management	
	Indian Cos	MNCs
Ethics management is a part of the top management (directors' agenda)	85%	94%
Our company has a strategy to manage ethics	80%	82%
Our people are equipped to recognize and resolve moral dilemmas	65%	59%
Our people in the organization are provided with a safe opportunity to discuss	70%	65%
Our company rewards ethical integrity and moral courage even if it has a negative impact on the bottom line	60%	47%

Graph - 10



6.11 Existence of Code of Ethics

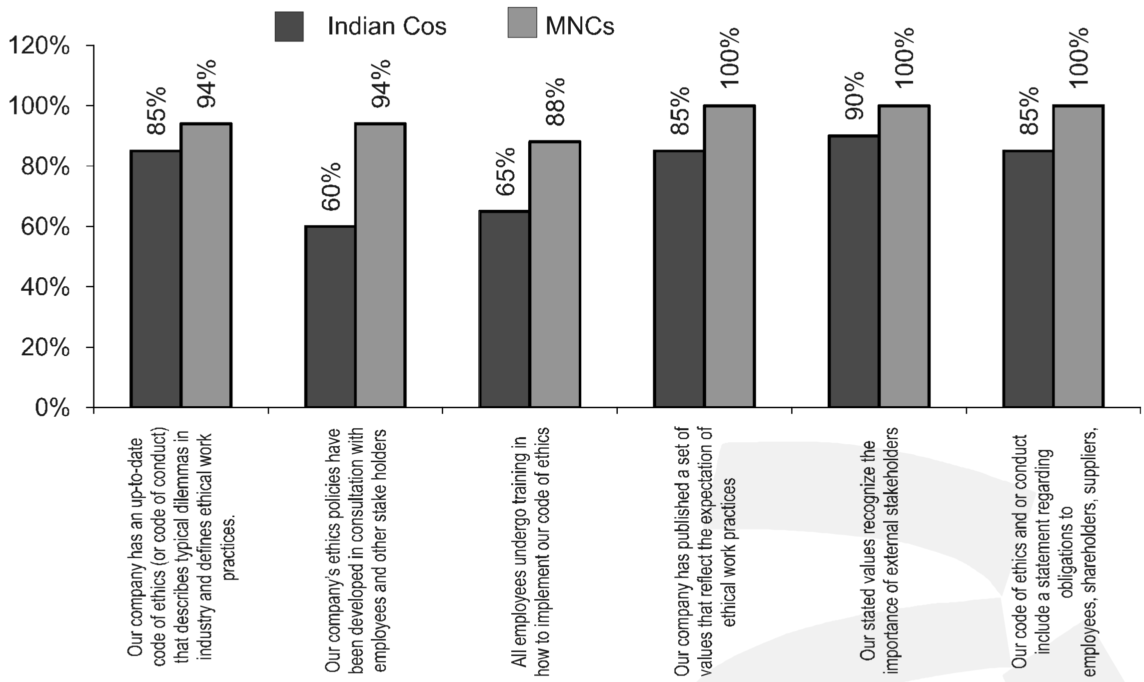
Among the best practices in ethics management existence of Code of Ethics is considered to be one of the important parameters:

Existence of Code of Ethics **Table-11**

	Senior Management	
	Indian Cos	MNCs
Our company has an up-to-date code of ethics (or code of conduct) that describes typical dilemmas in industry and defines ethical work practices.	85%	94%
Our company's ethics policies have been developed in consultation with employees and other stake holders	60%	94%
All employees undergo training in how to implement our code of ethics	65%	88%
Our company has published a set of values that reflect the expectation of ethical work practices	85%	100%
Our stated values recognize the importance of external stakeholders	90%	100%
Our code of ethics and or conduct include a statement regarding obligations to employees, shareholders, suppliers.	85%	100%

Source: Primary Data

Graph-11



6.12 Ethics in HR management (Refer: Table-12 & Graph-12).

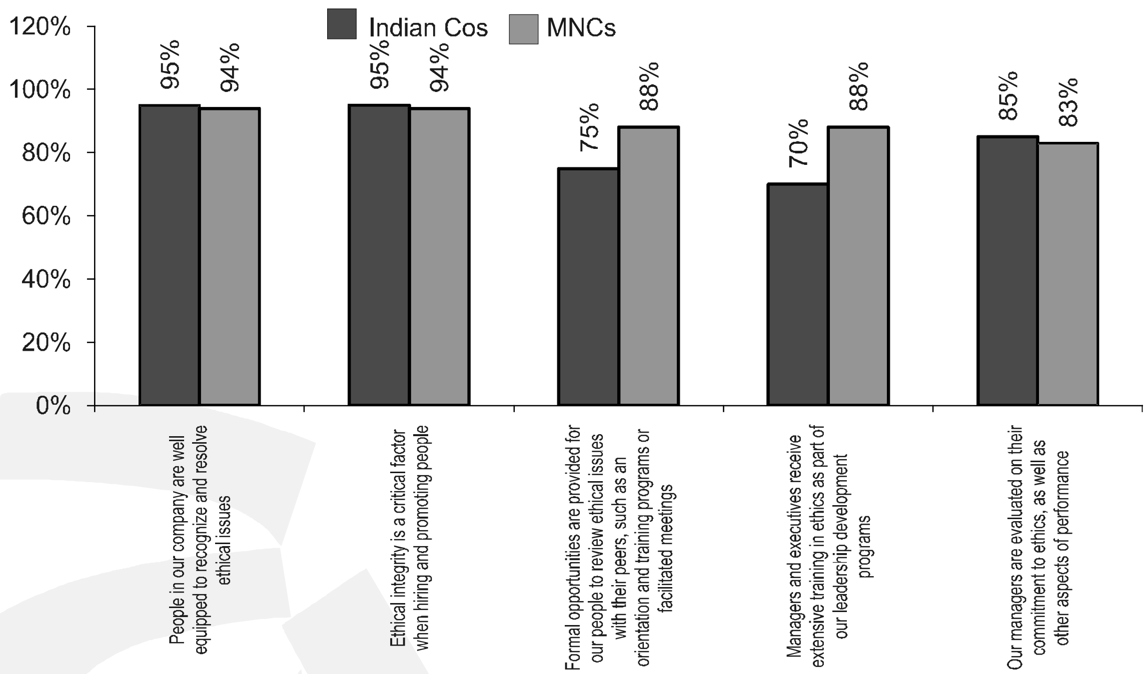
Senior Managers' responses on various ethical practices on HR Management are given below:

Table-12

	Senior Management	
	Indian Cos	MNCs
People in our company are well equipped to recognize and resolve ethical issues	95%	94%
Ethical integrity is a critical factor when hiring and promoting people	95%	94%
Formal opportunities are provided for our people to review ethical issues with their peers, such as an orientation and training programs or facilitated meetings	75%	88%
Managers and executives receive extensive training in ethics as part of our leadership development programs	70%	88%
Our managers are evaluated on their commitment to ethics, as well as other aspects of performance	85%	83%

Source: Primary Data

Graph-12



6.13 Publication and Communication of Values

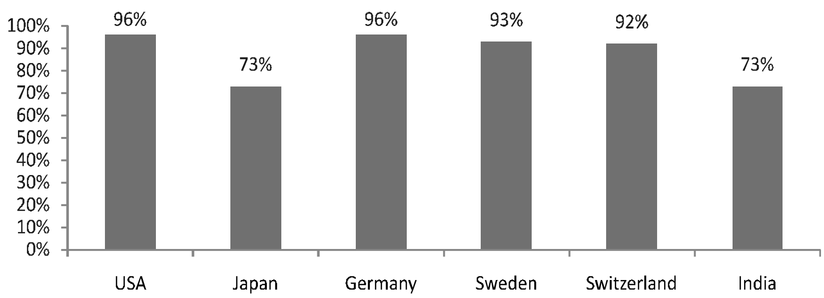
Publication of a set of values that reflect the expectation of ethical work practices in an organization is necessary (Refer: Table-13 & Graph-13). The responses from each MNC and a combination of Indian companies is indicated below:

Publication of a set of values: Table-13

Factories of:	USA	Japan	Germany	Sweden	Switzerland	India Combined
	96%	73%	96%	93%	92%	73%

Source: Primary Data

Graph-13



6.14 Ethical Commitments

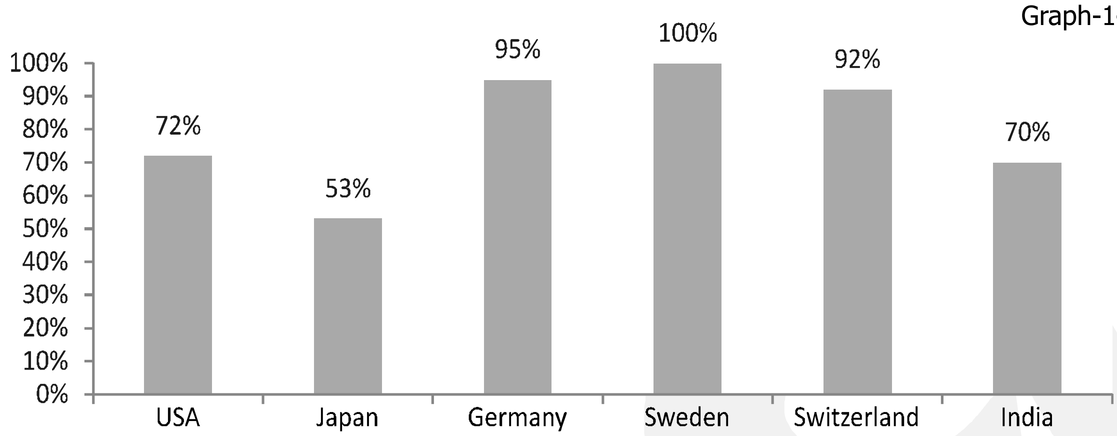
'Evaluation of managers is made based on their commitments to ethics' (Refer: Table-14 & Graph-14). The responses of each MNC and a combination of all Indian companies is indicated below:

Evaluation of managers Table-14

Factories of	USA	Japan	Germany	Sweden	Switzerland	IndiaCombined
	72%	53%	95%	100%	92%	70%

Source: Primary Data

Graph-14



6.15 Pressures to Compromise on Ethical Behaviours

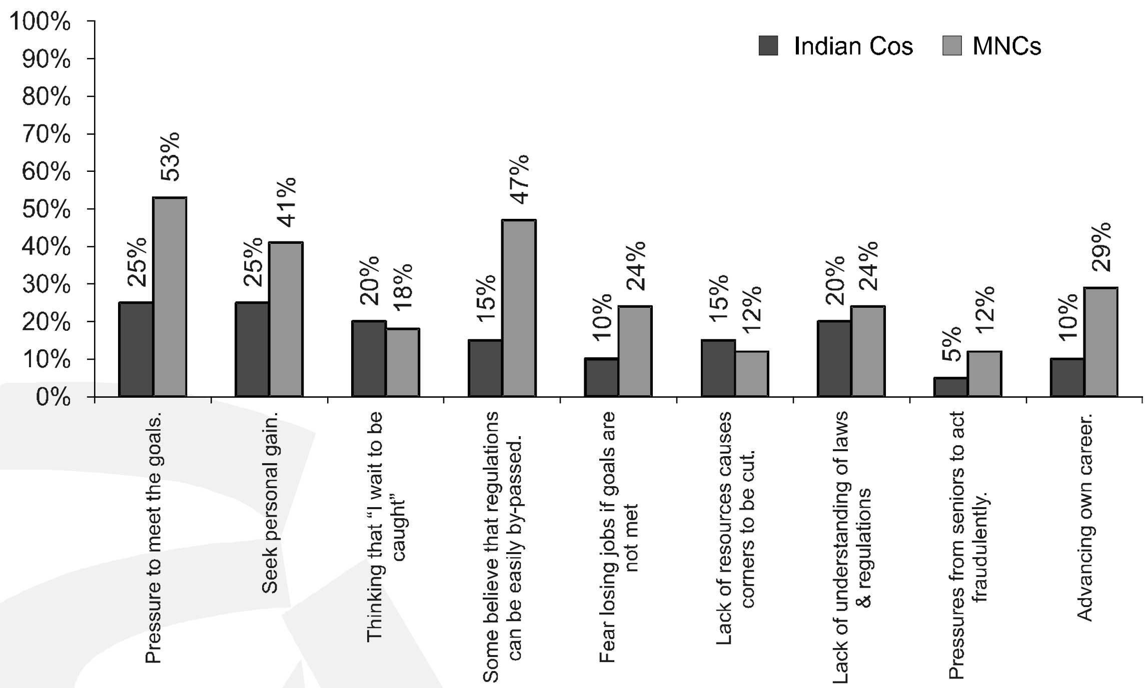
Pressure exists in organization to compromise on ethical behaviours (Refer: Table-15 & Graph-15). The responses are as follows:

Pressures to compromise on ethical behaviours: Table-15

	Senior Management	
	Indian Cos	MNCs
Pressure to meet the goals.	25%	53%
Seek personal gain.	25%	41%
Thinking that "I wait to be caught"	20%	18%
Some believe that regulations can be easily by-passed.	15%	47%
Fear losing jobs if goals are not met	10%	24%
Lack of resources causes corners to be cut.	15%	12%
Lack of understanding of laws & regulations	20%	24%
Pressures from seniors to act fraudulently.	5%	12%
Advancing own career.	10%	29%

Source: Primary Data

Graph-15



1. Analysis of the Research

1.1 Ethical Related Actions (ERAs):

- Eight Ethical Related Actions are indicated.
- MNCs score higher percentages in four out of the eight ERAs.
- Indian companies score higher percentage in three ERAs.
- In the ERA,'Who provides information about what is going on in ethics?' the percentages are equal.

1.2 Desired organization cultures:

- Eight different organization cultures are indicated.
- In seven out of the eight cultures, the Indian companies show a higher percentage.

1.3 Factors for Ethical Culture:

- Eleven different factors are indicated for ethical cultures.
- In four of the factors, MNCs have a higher percentage.
- In seven of the factors Indian companies have scored better.

1.4 Drawbacks in Corporate Cultures:

- Seven different drawbacks in corporate cultures are indicated
- MNCs have higher drawbacks in five out of seven.
- Indian companies have higher drawbacks in two out seven.

1.5 Tone from the Top:

- 75% of the respondents from Indian companies feel strongly that there is a good 'Tone from the Top'
- Only 47% of MNCs feel as above.

1.6 Embed Culture for Compliance:

- In both the factors of compliances, namely 'embedding compliance as a part of the organization culture' and 'building cultures that encourage employee commitment to compliance', the Indian companies score a higher percentage.

1.7 Ethical Values in Organisations:

- In all the identified ethical values in an organization, the Indian companies score a higher percentage.

1.8 Quality of Work life:

- In having 'a sense of safety on livelihood, financial stability and health' and having 'a sense of good relationships, respect and friendship' the senior managers have responded that the MNCs' are better.
- Senior managers respond that in the areas like, 'feel good among themselves, a self esteem and an image', 'take responsibility for their actions and feel accountable', 'involve in community development' and 'employees have a collective sense of belonging and feel a sense of stake in the organisation', the Indian companies are better.

1.9 Top Management – Guardians of the Company:

- In two of the perceptions under 'Top Management – Guardians of the company' the MNCs score better.
- In the other three, the Indian companies are better.

1.10 Existence of Code of Ethics:

- In all the factors under the code of ethics, the senior managers opine that the MNCs are better.

1.11 Ethics in HR Management:

- In three out of the five factors the Indian companies are shown to be better, while in two factors the MNCs are better.

1.12 Publication and Communication of Values:

- Under this particular ethical management practices, the combined values of Indian companies are compared with the individual values of the company chosen from each of the country studied by the researcher.

- Researcher indicates that the companies from USA, Germany, Sweden & Switzerland are better than Indian companies. Indian companies are better than the Japanese company.

1.13 Ethical Commitments:

- The Indian companies have a higher percentage compared to the Japanese company and the companies from USA, Germany, Sweden and Switzerland score better than Indian companies.

1.14 Pressures to compromise on Ethical Behaviours:

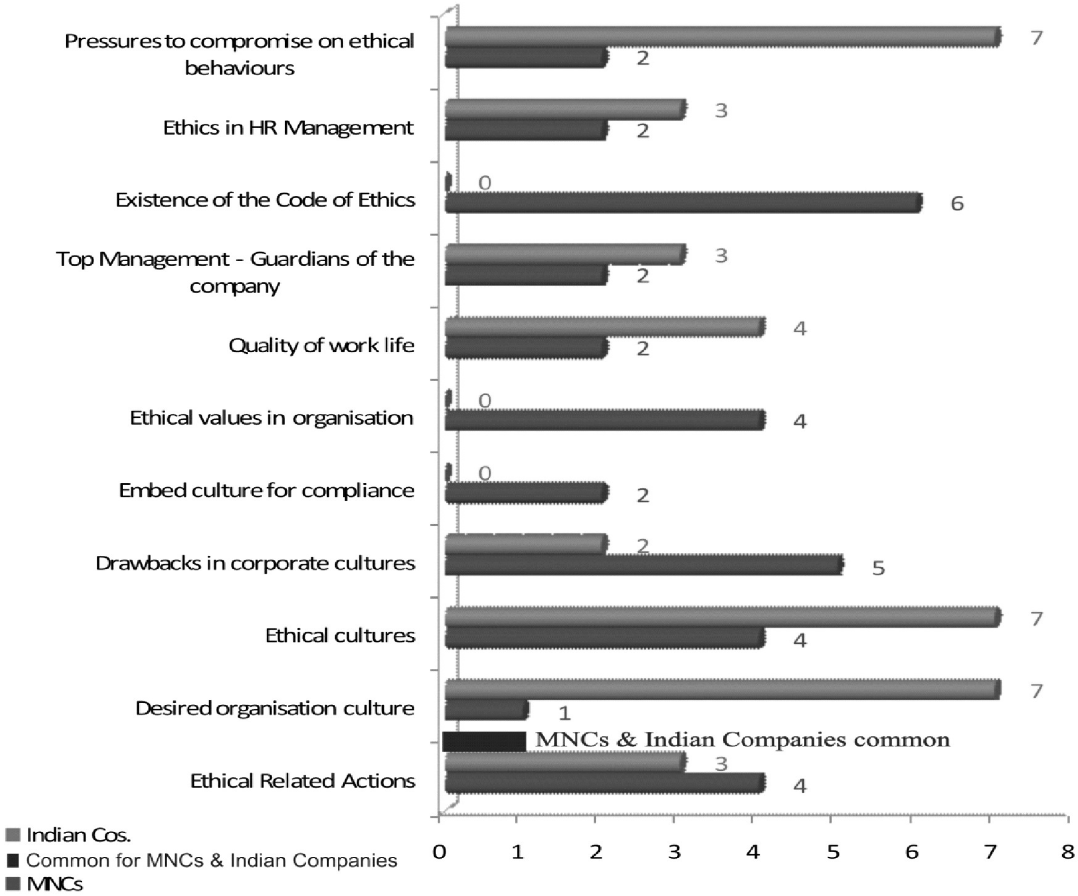
- Under this ethical practice, a higher percentage indicates a poor ethical management practice. The Indian companies are shown to be better in all the factors except in, 'lack of resources causes corners to be cut'.

Conclusions

The following graph summarizes the analysis of some of ethical practices discussed earlier.

Graph-16

Ethical Practices	Number indicates number of factors in which either the MNCs or the Indian companies have a better percentage



The findings and analysis as above prove that:

- The Ethical Management Practices of MNCs are not always better.
- In some of the ethical practices, MNCs are better.
- In some other ethical practices, Indian companies are better.
- In very few cases, the ethical practices of MNCs and Indian companies match with each other.

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4 Dichotomy between Culture and Consumer Colour Choices – A Pragmatic Stance

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Abstract

India is the seventh largest country in terms of area and oldest civilized realm with rich cultural heritage. India is called as sub continent due to its size and diversity in culture; many religions, castes, creeds live together, and each of these segments has different needs, wants, preferences and buying habits. The culture decides the types of products/services consumed by the people. Colour of the product is of prime importance in Indian subcontinent. The colour of the product is vastly influenced by the cultural factors; specifically some cultures have apprehension about products with certain colours, hence they are cornered and victimized. People in India live in a paradigm, as they do not prefer certain coloured products unanimously, there are certain cultural aspects causing people not to prefer certain coloured products. Therefore it is important for the organizations to keep this in mind before deciding on the products and their colours. Consequently an attempt has been made to empirically evaluate various cultural factors influencing the choice of colour and consumer buying preferences, therefore three product categories have been considered for the study viz, Automobiles, wall paints and traditional wear, with a pragmatic approach that aids in suggesting suitable strategies that ensures paradigm shift to sail over the tide comfortably.

Key Words: Culture, diversity, buying preferences, consumer buying behaviour.

Introduction

Consumer behaviour deals with the study of buying behaviour of consumers. Consumer behaviour helps us understand why and why not an individual purchases goods and services from the market. There are several factors which influence the buying decision of consumers, this study focuses on culture being one of the most important factor.

What are Cultural Factors? Cultural factors comprises set of values and ideologies of a particular community or group of individuals. It is the culture of an individual which decides the way he/she behaves. In simpler words, culture is nothing but values of an individual. What an individual learns from his parents and relatives as a child becomes his culture. Example - In India, people still value joint family system and family ties. Children in India are conditioned to stay with their parents till they get married as compared to foreign countries where children are more independent and leave their parents once they start earning a living for themselves. Cultural factors have a significant effect on an individual's buying decision. Every individual has different sets of habits, beliefs and principles which he/she develops from his family status and background. What they see from their childhood becomes their culture. Let us understand the influence of cultural factors on buying decision of individuals with the help of various examples. Females staying in West Bengal or Assam would prefer buying sarees as compared to Westerns. Similarly a male consumer would prefer a Dhoti Kurta during auspicious ceremonies in Eastern India as this is what their culture is. Girls in South India wear skirts and blouses as compared to girls in north India who are more into Salwar Kameez. Our culture says that we need to wear traditional attire on marriages and this is what we have been following since years. People in North India prefer breads over rice which is a favorite with people in South India and East India.

Subcultures: Each culture further comprises of various subcultures based on religion, age, geographical location, gender (male/female), status etc. Religion (Christianity, Hindu, Muslim, Sikhism, Jainism etc) A Hindu bride wears red, maroon or a bright colour lehanga or saree whereas a Christian bride wears a white gown on her wedding day. It is against Hindu culture to wear white on auspicious occasions. Muslims on the other hand prefer to wear green on important occasions. For Hindus eating beef is considered to be a sin whereas Muslims and Christians absolutely relish the same. Eating pork is against Muslim religion. A sixty year old individual would not like something which is too bright and colorful. He would prefer something which is more sophisticated and simple. On the other hand a teenager would prefer funky dresses and loud colours. In India widows are expected to wear whites. Widows wearing bright colours are treated with suspicion. Status (Upper Class, Middle class and Lower Class) People from upper class generally have a tendency to spend on luxurious items such as expensive gadgets, cars, dresses etc. You would hardly find an individual from a lower class spending money on high-end products. A person who finds it difficult to make ends meet would rather prefer spending on items necessary for survival. Individuals from middle class segment generally are more interested in buying products which would make their future secure. Gender (Male/ Female) People generally make fun of males buying fairness creams as in our culture only females are expected to buy and use beauty products. Males are perceived to be strong and tough who look good just the way they are.

The Review of Literature

Larry Jabbon sky(1995) has presented a situation have Pepsi Affected the consumption culture in the youth. Giwen Rae Bachmann, Deborah Roedder John and Akshay Rao(1993) had described the condition that how does children effect through peer pressure in selecting their purchase choice. Dennis W Rook(1985) has written about the various dimension of consumer behaviour. The article also highlighted the relative importance of various factors of consumer behaviour. Lise Heroux and Nancy J Church(1992) have justified the behaviour changing of consumer on the occasion of wedding anniversary and gift giving rituals. David M Potter(1954) presented the situation of consumers with diverse nature and ambitions. Cyndee Miller(1995) has described the 80 different natures of women as a purchaser in different capacities. Kate Fitzerald(1994) has described the role of life style in deciding the consumer behaviour factor. David C Mcclelland(1961) has described the behavioral consumption of customer. Ramesh Venkat and Harold J Ogden(1995) has described the contribution of social classification in consumer behaviour pattern. Rober A Nisbet(1970) has stressed that social bond plays a very important role in deciding the consumer behavioral status. Deborah Bosanko(1994) has given the situations that working women play an important role in deciding the role of culture in influencing consumer behaviour. Eric Holl Reiser(1995) has given the description that club play an important role in developing a consumer culture. The advertising age (1995) has given the reasons for developing different consumer images. Jeffery DZ bar(1995) has presented the scene of different society within the country culture.

Leon E winter(1994) specified the role of group effect in deciding the purchasing behaviour of consumer. Kari Van Hoof (1994) has monitored the group difference play an important role in deciding the consumer behaviour. Judy cohen(1992) has difference between different community system about purchasing system. Chad Rubel(1995) has decided that behaviour of market play an important role in deciding the consumer behaviour. Helen Mundell(1994) suggested that age plays an important role for deciding the consumer behaviour. Maxine Wilkie(1995) has advocated that demographic factors play a vital role for deciding the culture of consumer. Ad Week's Marketing Week(1994) has given the scene of vanishing culture of housewives and replacement by working wives.

Cultural factors that effect consumer Behavior

Culture is the complex of beliefs of human societies, their roles, their behavior, their values, traditions, customs and traditions. Culture is an extremely important concept to understand consumer behavior and that needs to be examined. Culture is the sum of a shared purpose among members of society, customs, norms and traditions. The basic reason of person's desire or determination is culture.

Culture Features

Man should know the characteristics of culture to identify how culture affects consumer behavior. Although in the literature many aspects of culture mentioned, in this study the consumption of culture-related features will be discussed. The consumption of culture-related features can be listed as follows.

- Culture is a collection of learned behavior
- Culture is the traditional
- Culture is created
- Culture can be changed
- Culture includes differences as similarities
- Culture is organization and convergence
- Culture is shared by the members of the community
- Culture determines needs

Cultural differences among consumers in the country, compared with consumers outside the country is usually less. Cultural differences about consumer behaviour between countries are quite big.

Effect of culture to consumer behavior

International marketers believe that consumers would increasingly resemble each other and that they will eat the same food, wear same clothes, and watch the same television programs to an increasing proportion. But the reality is very different. Therefore, to trade in international markets, man must overcome the large cultural and economic boundaries. Not only improve the worldwide competition in the market also different traditional beliefs, preferences, habits, customs are needed to be understood. Culture involves society's thoughts, words, their traditions, language, materials, attitudes and feelings. One of the elements that make culture is beliefs. Beliefs of the people in a community can show similarities. For example, four, and four times in Japan are seen as unlucky, because of that most products are sold in groups of five leads. Another element of culture, tradition, is related with non-verbal behaviour of individuals. In France the men use more cosmetic products than the women, which show the self-conscious tradition of the French men. As a result, learning of cultural properties in the analysis of consumer behavior has been an important variable in marketing, especially in market segmentation, target market and product positioning.

Subculture

The other important concept should be examined in terms of marketing management is subculture. Courses on culture and behavior of individuals with similar values formed smaller groups which are called sub-culture.

Effect of sub-culture of the Consumer Behavior

Geographical regions and religions are essential in the formation of sub-culture. The preference of individuals who live very close to each other can be different. Individuals belonging to different have different subculture values, attitudes and social structures of the members of other sub-culture; these differences, sub cultural segmentation of the market activity has made an important variable. It is important to know the characteristics of the sub-culture in creating the marketing mix price, brand name identification, promotional activities and product positioning.

Social Class

A status hierarchy in which individuals and groups are classified on the basis on esteem and prestige acquired mainly through economic success and accumulation of wealth. Social class may also refer to any particular level in such a hierarchy. Four common social classes informally recognized in many societies are: (1) Upper class, (2) Middle class, (3) Working class, and the (4) Lower class. There are several features of social class. First, the behavior of members of the social class structure, education levels, attitudes, values and communication styles are similar, and these characteristics are different from other social class members. Second, individual's status is determined according to their societies. Third, social classes are determined not by according only one variable, also by such variables like education, income, living area, activities and values.

Effect of social class in Consumer Behavior

Social classes are groups who share similar values, interests and behaviors, that they are relatively homogeneous and continuous. Social classes pronounce preferences in clothing, home furnishing, entertainment and gaming activities, such as automobiles and certain product and brand. Some marketers are focusing their efforts on only one social class. Social classes are also different in their choice of media. Upper class consumers prefer books and magazines while sub-class consumers television. As TV programmes, the upper class consumers prefer news and dramas, but low-class consumers' films and sport programs. There are also language differences between social classes. Advertisers should be prepared with the language which is spoken in the social class. Therefore, marketers should appeal communication channels and communication styles by determining by social class.

Significance of the study

The significance / importance of the study are aimed at understanding the impact of culture on the consumer buying preferences. Alongside identify the colours of the products which consumers are restraining to buy, so that combating strategies are adopted and products with relevant colours can be produced such that the consumer preferences are properly addressed by respecting their cultural significance.

Objectives of the study

1. To understand the effect of cultural factors on the consumer buying preferences.
2. To ascertain the influence of culture on the colour choices of Indian consumers.
3. To identify the colour of the products that customers restrain (hesitate) to buy.
4. To suggest strategies to overcome the impact of the culture on buying preferences and colour choices.

Scope of the study

The study is confined to a geographical boundary of Bellary City, situated at north Karnataka.

Limitations of the study

As the study is confined to Bellary alone, moreover the customers their cultures, customs, values and beliefs along with the consumption of products and services differ from place and time. Hence the conclusions cannot be generalized.

Research Methodology

The study has been conducted by the following data sources and sampling procedures and statistical tools.

Data Sources

Both primary and secondary data are taken into consideration for the study of cultural impact on the preferences of the customers with respect to the choice of colour of the products. Primary data was collected with the help of a structured questionnaire; whereas the secondary data was collected from the sales records, supply records, customer records and other books of records and publishing of the business establishments, organizations considered involved in the study.

Sampling Plan

Random sampling procedure was adopted to select the consumer respondents.

Judgmental sampling procedure was adopted to select the retailers and business establishments.

Sample Size :

Ultimate Consumers **:** 50 respondents

Statistical Tool

Simple percentages were used to validate and analyse the data.

Questionnaire

A structured questionnaire is presented to the respondents personally to get their responses. The respondents are divided in four categories.

Ultimate consumers (End Users)

Car showrooms

Garment showrooms

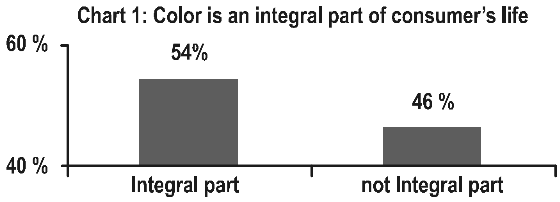
Wall paint showrooms

Each respondent group is presented with separate questionnaire to collect their responses.

Data Analysis

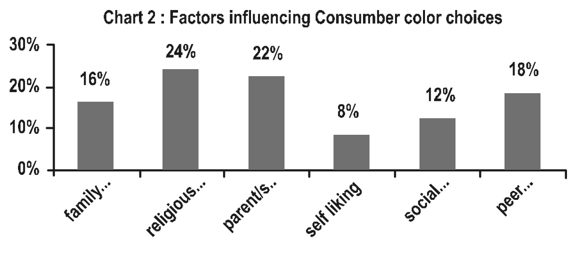
Data below is analyzed with the help of simple percentages, along with the illustrations in the form of bar charts.

Table 1: Importance for Color in respondent's life



S.No.	Importance to color in life	% age
1	Integral part	54 %
2	Not an integral part	46 %
	TOTAL	**100 %**

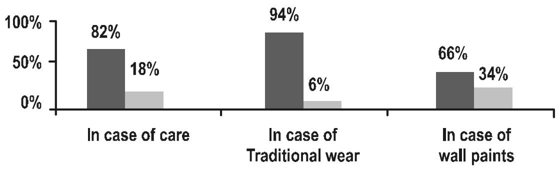
Table 2: Factors Influencing Consumer Color choices



S.No	Influencing Factors	%age
1	Family background	16 %
2	Religious belief	24 %
3	Parents / spouse	22 %
4	Self liking	8 %
5	Social acceptance	12 %
6	Peer influence	18 %
	TOTAL	**100 %**

Table 3: Existence of color choice / preference before purchase

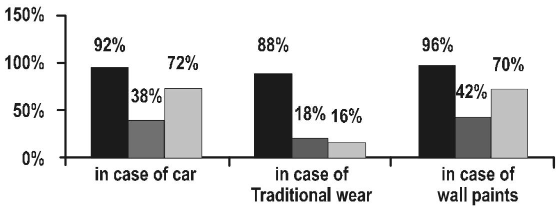
Chart 3 : Existence of colour choice / preference before purchase



Opinion	Pre-existence of color choice		
	Car	**Traditional wear**	**Wall paints**
Yes	82 %	94 %	66 %
No	18 %	6 %	34 %
TOTAL	**100 %**	**100 %**	**100 %**

Table 4: Colors Hesitated by respondents

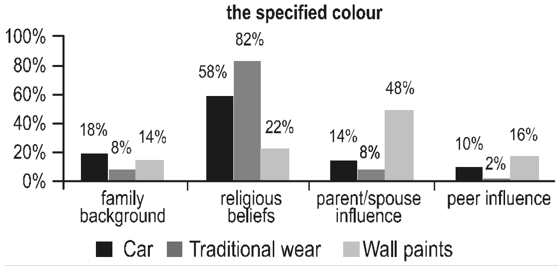
Chart 4: Colours Hesitated / avoided by the respondents



Colors Hesitated by Respondents			
Colors	**Car**	**Traditional wear**	**Wall paints**
Black	92 %	88 %	96 %
Red	38 %	18 %	42 %
Gold	72 %	16 %	70 %
Total	**100 %**	**100 %**	**100 %**

Table 5: Reasons for Hesitation towards specific colors

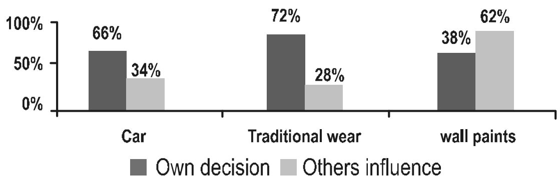
Chart 5: Prominent reasons for hesitation towards the specified colour



Reasons for Hesitation			
Reasons	**Car**	**Traditional wear**	**Wall paints**
Family background	18 %	8 %	14 %
Religious belief	58 %	82 %	22 %
Parents / spouse	14 %	8 %	48 %
Peer influence	10 %	2 %	16 %
Total	**100 %**	**100 %**	**100 %**

Table 6: Decision on Color

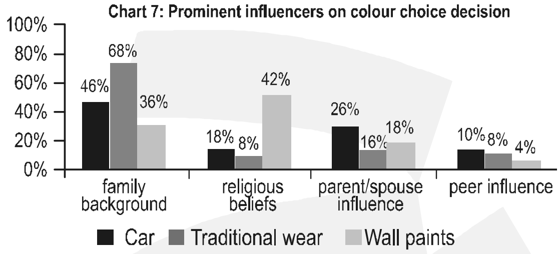
Chart 6: Decision on colour choice



Decision	Decision making on color		
	Car	**Traditional wear**	**Wall paints**
Own Decision	66 %	72 %	38 %
Other's influence	34 %	28 %	62 %
Total	**100 %**	**100 %**	**100 %**

Table 7: Influencers on Color Choice Decision

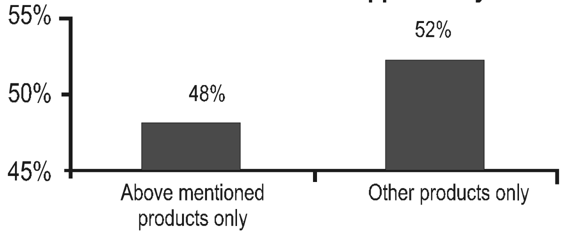
Chart 7: Prominent influencers on colour choice decision



Influencers	Influencers on color choice decision		
	Car	Traditional wear	Wall paints
Family	46 %	68 %	36 %
Reference group	18 %	8 %	42 %
Peers	26 %	16 %	18 %
Others	10 %	8 %	4 %
Total	**100 %**	**100 %**	**100 %**

Table 8: Color Choice Applicability

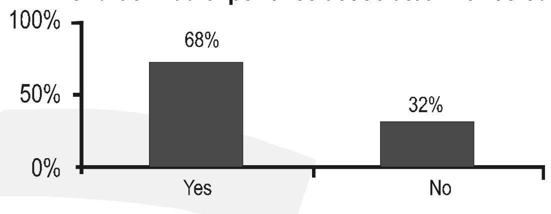
Chart 8: Color Choice applicability



S.No.	Choice Applicability	% age
1	Above mentioned products only	48 %
2	Other products also	52 %
	TOTAL	100 %

Table 9: Bad Experience with Color

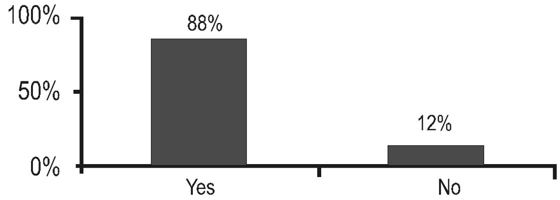
Chart 9: Bad experience associated with colour



S.No	Bad Experience with Color	%age
1	Yes	68 %
2	No	32 %
	TOTAL	**100 %**

Table 10: Bad Experiences linked to stated color

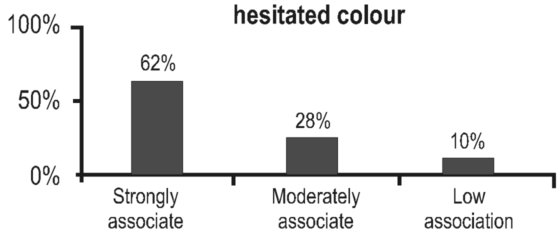
Chart 10: Respondents liking their bad experiences with hesitated colour



S.No	Negativity linked to colors	%age
1	Yes	88 %
2	No %	12 %
	TOTAL	**100 %**

Table 11: Extent of Negativity associated with hesitated color(s)

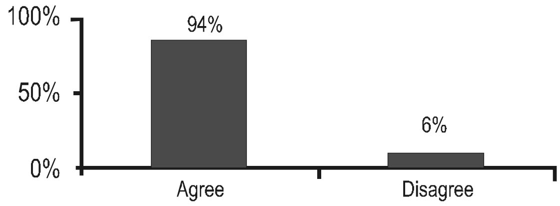
Chart 11: Extent of associated negativity with hesitated colour



S.No	Extent of Negativity	%age
1	Strongly associate	62 %
2	Moderately associate	28 %
3	Low association	10 %
	TOTAL	**100 %**

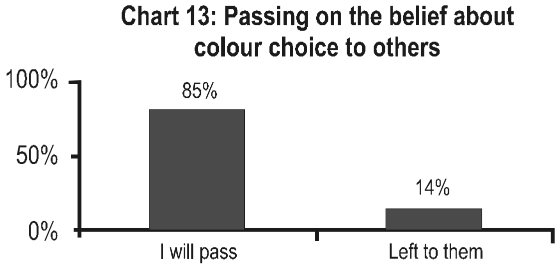
Table 12: Respondents view about hesitated colors

Chart 12: Avoiding hesitated colour reduces negative impact



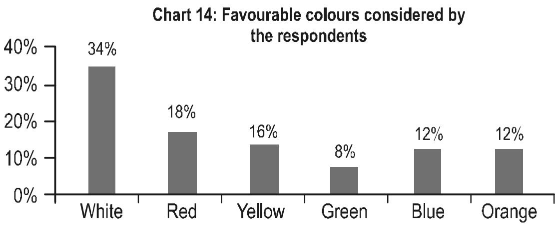
S.No	Avoiding select colors reduces negativity	%age
1	Agree	94 %
2	Disagree	6 %
	TOTAL	**100 %**

Table 13: Carry forward of Belief about colors



S.No	Belief Passed to generations	%age
1	Will pass on	86 %
2	Left to them	14 %
	TOTAL	**100 %**

Table 14: Favourable colors considered by respondents



S.No.	Colors	%age
1	White	34 %
2	Red	18 %
3	Yellow	16 %
4	Green	8 %
5	Blue	12 %
6	Orange	12 %
	TOTAL	**100 %**

Findings

- 54 % of the respondents felt, color is the integral part of their life. Color has influence on many factors of their life.
- 24 % of respondents opined that the religious belief decides the color choice.
- 22 % of respondents stated parents/spouse influence is high in their color choices, where as 16% were influenced by their family background.
- Pre-existence of color choice or preference is noted among majority of respondents before purchase stated products. I,e. car, traditional wear and wall paints with 82 %, 94 % & 66 % respectively.
- Black is the most hesitated color among all three product categories followed by gold and red colors; with 92 %, 88 % and 96% for car, traditional wear and wall paints respectively.
- 58 % and 82 % of respondents opined that religious belief has the strong influence on hesitation towards above stated colors in case of car and traditional wears, whereas 48 % opined that influence of parents/spouse is more on hesitation towards above stated colors, in case of wall paints.
- Others influence is more on the color choice decision in case of wall paints with 62 %, whereas it is comparatively less in case of car and traditional wears.
- Influence of family is more with 46 %, 68 % and 36 %, among car, traditional wear and wall paints respectively.
- About 52 % respondents opined that choice of color is applicable to many other products also, other than the products stated above (i.e., car, traditional wear and wall paints).
- About 88% respondents opined that they had experienced bad incidents with the colors hesitated by them.

- 62 % of the respondents strongly associate the negative incidents to the colors hesitated or avoided by them.
- 94 % respondents feel that, avoiding hesitated colors has resulted in reducing negative impact on them.
- 86 % of the respondents have opined that they will pass on their belief about the color choices and preferences to their future generations and peers.
- White is the most preferred color among majority of the respondents 34%.

Strategic Imperatives:

As we know, the onus of marketing is solely resting on understanding the consumer requirements, likes and dislikes. Marketing's success is based on identifying consumer likes and dislikes, and altering the offerings according to them. From the study it is clear that, culture is a strong impediment encapsulating the consumer buying behavior. Moreover, color choices and preferences have a significant impact on the kind of products and services chosen by the consumers. In order to ensure a comfortable sail over the tide of cultural impediments, the suggested marketing strategies are envisioned below:

Win – win policy

It is important to respect the culture of the people and pay due considerations in safeguarding them and seldom harm them with the products/service sold by the corporation. Organizations should ensure that the products are sold and persuasion is attempted, but not at the cost of deferring with the cultural aspects. It is wise to swim with the stream not against it. Marketers should aim at formulating strategies which cease to harm culture and hails the product benefits and persuades consumers to buy the product.

Doing the marketing home work:

Marketing is very tricky, even the prosperous companies are also confronted by changing conditions and challenged by empowered / informed consumers. Due to which corporations are forced to relook into their business models. Marketing sustenance depends on the ability of the firm to do the proper homework. Marketing home work here refers to, understanding the needs and wants of target group of consumers, rendering required product/service more effectively & efficiently than the competitors; delivering a mutual value and maintaining customer relationship in such a way, that benefits both organization and its stake holders. Study has revealed that, customers are having skepticism towards certain colors, which is influenced by religious belief, cultural background, family/peer pressure etc. thus the organization has to scrutinize and dissect the target market requirements very minutely; thereby design products / services accordingly, by giving special consideration towards color choices/preferences.

Forward Integration

Producing and supplying the products in the colors which are not preferred by the consumers, will not serve the organization in any manner; hence it is important to have proper coherent integration with the distribution channel members. The forward integration will enable the marketers to know the colors which consumers are hesitating to buy. By this the company can ensure the production and distribution of the products will not happen in the colors hesitated by consumers.

CMR - Continuous Marketing Research

Companies at the greatest risk are those, which fail to transform their offerings as per the changes of the consumer's preferences and requirements. Thus it is very important for organizations to have a Hawkeye on the market. Thus continuous market research will enable the organization to have a gauge of the changing conditions, and aid the company to react quickly and adapt to it.

Consumer engagement

Engaging the consumers will enhance the probability of nullifying the negative impacts of the culture and color choice. Engagement is a strategy that directly engages consumers invites and encourages consumers to participate in the evolution of a brand. Consumers should be actively involved in the production and co-creation of marketing programs, developing a relationship with the brand. Consumer Engagement is the ultimate point in which a brand and a consumer connect in order to offer a true experience related to the brand's core values. It is a long term connection that must be enhanced over time.

Performing A to B shift

With persistent marketing efforts marketers must aim at reducing the negative effects of the color choices on the brands sold by them. Marketing efforts should make the consumers to make a paradigm shift and form a favourable attitude towards the products and the colors offered by the organization.

Conclusion

Companies at the greatest risk are those who fail to understand the consumer's likes and dislikes in detail; and continuously alter their value offerings. Hence it is inevitable for the organizations to perform miniature microscopic scan of the target consumers, their likes, dislikes, and accordingly shape the products and offer to the customers. This will enable the consumers to derive their value triad. Color an important facet influencing product acceptance among the consumers. Therefore marketers have to get thorough understanding of cultural factors influencing consumers; color choices and preferences and design products accordingly; ensure positive value delivery to the consumers.

Scope for Further Research

The study was based on survey results only, future efforts should concentrate on the acquisition of longitudinal data so as to provide a reliable confirmation of the relationships identified in the current study.

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5 Comparative Analysis on Pervasiveness of Occupational Stress Among BPO/ITES Employees at Chennai and Puducherry Regions

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Abstract

The BPO/ITES industry regarded as the sunrise industry of our nation has revolutionized the Indian growth story in a spectacular manner. BPO promises to transform India economically much in the way as oil transformed the economies of West Asian countries. However, certain problems have cropped up in the process for which long-term solutions are necessary. Among them stress is the biggest challenge surfacing this sector - stress management nowadays is drawing more and more attention, particularly in the corporate context. Occupational stress has become a common and costly problem leaving a few workers untouched. This research paper is a study in this direction to empirically evaluate the prevalence of stress and also establish through a comparative analysis the distribution as well as differences in stress predictors in Chennai(metro city) and Puducherry (union territory), so that strategizing at macro as well as the micro environmental levels of this sector are enunciated to keep the stress levels under control which is very critical for this growing industry amidst the other competitive pressures it has to bear else it will dig a grave for itself.

Key words: BPO, ITES, Occupational Stress, Exhaustion, Physical work environment, Domestic BPO.

INTRODUCTION

India crowned by businesses around the globe as the world's back office, employs 350,000 people in the outsourcing industry, adding another 1,50,000 new jobs every 12 months. One can only imagine them all stuffed in a single cubicle clonking phones together and we begin to approximate the situation. A company that outsources is virtually working 24 hours catering efficiently to its customers anytime in any part of the world. To enable them working 24 hours countries like India, Philippines, Srilanka, China etc. work diligently during the days and nights and ensure better service. It is here that there is a concern regarding issues of health and safety that are unique to this new and developing industry. Elevated stress levels, shift duties, high work targets, lofty income may force many towards addictions to keep them going. As people with basic minimum qualification and good communication skills are getting in the BPO industry, gaining exposure to the westernized working environment and at the same time affecting the Indian way of living in various aspects such as physical, social, cultural and thereby leading to various problems amidst good pay, perks, fast lifestyle etc. Several researches have drawn their interest towards the physical, psychological and social stress faced by these employees and their revelations are astounding.

Over the last few years, India's US $ 14 billion BPO industry seemed to have been losing battle with the rising expenses. Real estate prices were spiraling out of control. As the cost of city living did not make it worth the move for many and family ties held some back the BPO/ITES started to look at Chennai and the tier 2 and tier 3 cities. These BPO's have been a boon to many in these areas but we see that most of the youngsters are burning out their formative years as "cyber coolies". Recent studies have shown the working condition in Indian BPO's to be stressed and there is much of labor exploitation. This necessitates the researcher to undertake this present study in the areas of Chennai and Puducherry where a large number of BPO/ITES companies have set up or are looking at setting up their base due to the unique advantages provided by each of these locations. As the earlier BPO's have been concentrated in National Capital Region (comprising of Delhi, Noida and Gurgoan), Bangalore and Mumbai, it is the need of the hour to study the stress factors of the BPO employees working in the upcoming areas like Chennai and Puducherry that are covered by the present study and to identify the necessary interventions.

Further in an era where the service sector is gaining significance, the value of the individual employee has increased more than ever before. Employees with specialized skills are the focal point and on whose well being and performance the productivity of a company rests. In a highly competitive corporate environment, companies cannot afford the absence of their employees due to sickness/ poor health, caused by a sedentary lifestyle, etc as a reason for poor performance at the workplace.

Stress management in modern organizations has become a growing problem over the last decade. Stress related illness and health problems are on the increase in every organization and talked more loudly in the BPO/ITES sector. The researcher finds that literature review reveals that "stress" – costs the economy substantially more than industrial injury and more than industrial strikes. However there is paucity of research on causal and effect of stress and the measures adopted to combat occupational stress of employees in BPO organizations especially in the regions of Chennai and Puducherry. So the present study will be of immense use for the industry and the policy makers as the industry shines across the areas surveyed.

Statement of the Problem

Today outsourcing as a business strategy has produced tremendous gains to organizations that have been able to streamline the process over years of experience. In the present industrial and economic scenario Business Process Outsourcing (BPO) is a valuable strategy for companies seeking new ways to achieve high performance by controlling costs, reducing risk, fostering collaboration and increasing transparency.

Today in spite of the global recession, the growing domestic market has lead to a paradigm shift in the BPO/ITES sector. The domestic BPO segment is expected to grow by 16.9% to reach INR 127 billion driven by the demand from voice based services and other emerging verticals. Until a few years ago domestic BPO was looked upon as the poor cousin of its international counterpart. The industry is also seeing more organized players in the domestic BPO/ITES segment who apart from exporting these services are catering to more of the Indian companies who are also outsourcing their back office operations like Human Resources, Accounting, Customer Interaction Services and the like. Coupled to this the rising power and real estate costs in most metros are attracting these BPO's to set up their offices in places like Chennai and other tier 2 and tier 3 destinations to leverage on cost efficiency. This would mean people with minimum qualification and basic communication skills in English or knowledge of vernacular language will be in high demand.

Hence in the name of operational efficiency the work force in the BPO organisations must also be protected from exploitation by these companies as there already is a growing concern regarding issues of health and stress that are unique to this new and developing industry. Further there is lack of reliable and relevant information on which to base the response to this concern and this poses a challenge for safeguarding the health of the BPO/ITES employees who suffer from the industries high rating of occupational stress in spite of the glamour in it to which our youth are losing out as 50% of these employees are below 25 years.

Further organizations today strive to augment job satisfaction among its workforce, as it is conducive to lower employee turnover, higher engagement and greater productivity. Stress being a dominant factor in the BPO/ITES industry hinders job satisfaction and work life balance. In this regard this study assumes immense importance.

Literature Review

The literature review identifies that the earliest references to stress was restricted only to the field of medicine. Physiologist, Walter Canon (1914), had used the term stress to describe emotional states that had detrimental physical results on organisms. Hans Seyles(1946) is generally considered the first major contributor on stress as an exclusive phenomenon. Sutherland & Cooper (2000) in their article explain that the physical work environment comprising of factors such as lighting, vibration, temperature and ventilation, hygiene and physical hazards can be source of stress, and it is the subjective relativity to these factors that is more important than the objective measures leading some to comment. His article brings out the other potential sources of stressors like uncomfortable temperatures and humidity, unclean, disorderly workplaces and rest rooms, physical hazards and psychological trauma due to the danger inherent in the job, aggressive and violent clients in customer services can be sources of stress and fatigue that need to be addressed. Radha R. Sharma (2006) in his work had analysed the macro and micro HR issues confronting organisations engaged in globally distributed work. He has found that these impact not only the work and organizational productivity but also the people delivering that work and, therefore, need to be addressed adequately for the benefit of all its stakeholders. He also highlights there is paucity of empirical work on this emerging field, Resheeda Bhagat (2009) studies how BPO in Tirupati town has proved to be a magnet for youngsters from the surrounding villages for whom the job is turning out to be a life changing experience. This article helps us to take a look at how the rural women employees at the BPO have gained confidence and dismiss the question of marriage and indicate that a steady job and economic empowerment are more precious to them. The rural BPO has come as a remedy as the cost of infrastructure, rentals and so on are sky rocketing in the metros..

Revathy L.N., (2009) has discussed about the huge untapped opportunity the Indian BPO segment is facing, even though it is charting strong year – on- year growth. Added to this the domestic BPO market is expected to reach $6 billion by 2012 with a maximum addressable opportunity of $16-$19 billion as per the Ernst & Young reports further many studies in this line note that domestic service providers would move to tier II and III cities to tap additional resources at low cost to serve domestic clients. Even though the profit margins are less by about 30-50% compared to the international market. It is however predicted that the domestic BPO market will increase from around 9% in 2008 to 11-12% in the year 2012. Anjali Parayag (2010) justifies that the rural BPO in India has come of age but this initiative may take time to mature. She quotes that some companies like WIPRO have about 6% of their revenues not just in India, but including their operations in the rest of the world come from the domestic BPO market. The Indian customers so far who were cost driven are also looking at International quality delivery. The author clearly depicts that domestic or rural BPO is coming of age in India.

The literature review clearly indicates the growing BPO jobs contributing to stress on one hand while the cost competition in the sector is increasingly favouring the growth of domestic and rural BPO's. Further there is paucity of studies on stress in southern regions. Hence this study will focus on Chennai and Puducherry regions and will also give a comparative account of the impact of BPO's on the stress levels of employees in these regions.

Objectives of the study

In the interest of the BPO employees, the government of India and our society at large, as this sector is playing an important role in the economy of our country and generating employment opportunities, it is necessary to validate the stress levels and factors influencing it else it will dig a grave for itself amidst the prosperity that it promises to our economy. Hence the present study examines stress related factors in the BPO/ITES sector and investigates them through the primary data collected exclusively for the study from the regions of Chennai & Puducherry and suggests strategies to cope with occupational stress effectively and efficiently.

The objectives proposed for the study are as follows:

- To determine the existence of stress and its pervasiveness among the BPO/ITES employees in Chennai & Puducherry regions.
- To suggest strategies to cope with occupational stress of BPO/ITES employees.

Methodology of the study

Research Design: The research is categorized as descriptive research as it tries to describe the state of affairs or problems as they exist and are faced at present by the BPO employees in the areas surveyed. The study was conducted using a well structured questionnaire and fact finding measures of various kinds like focus group discussion, telephonic and mail interviews. Both primary and secondary data was used. Secondary sources included collecting data by visiting libraries and searching various closed and open access journals on inflibnet.

Sample Design

Universe Type: Finite

Sampling Design Type: Convenience Sampling – 300 BPO executives on the shop floor were surveyed – 119 from Puducherry and 181 from Chennai region. The researcher selected the companies on the basis of the number of employees not less than 200 as on December 2009. Further the BPO's in Puducherry were more of pure play than of the other types. Approximately about 13% of the population was included in the study.

Sampling Unit: Chennai and Pondicherry Region

Selected Sample : Wipro, TCS, Rapid Care, Acusis, Sutherland, Integra, RBS, Sparsh, Mphasis, SPI Technologies Ltd. and IBM.

Sample Size: 300 employees of ITES / BPO companies were selected as sample units

Findings & Discussion

Analysis of stress levels among BPO /ITES employees

The questionnaire included items of the shortened version of the stress scale developed by Srivatsava & Singh (1981) and the instruments used to measure role stressors prepared by Udai Pareek (1984) was consulted to measure stress levels. The exhaustion scale was developed by Surana & Singh (2007). It also considered the scales adapted from Ayala Pines & Elliot Arson, while WLB scale and the dissatisfiers scale were developed by the researcher for the present study. It included items like "I have sufficient time to spend for my family". The respondents were asked to rate different items using a 5-point Likert scale where 5 indicated "always" and 1 represented "never".

From the study we see that majority of the respondents experienced tension and hence it is ranked as the first symptom observed. The second symptom prevalent is stress and other symptoms experienced in their descending order of observations/ experiences are tiredness, irritability, trouble to sleep, inability to cope, pains and trembling, pounding heart and breathing problems. This only gives an indication that there is prevalence of stress symptoms at the BPO/ITES work environment among their employees surveyed. Further this implies that the existence of these symptoms will lead to occupational stress and work exhaustion.

The study also evidently states that an overwhelming majority of the respondents 45% have cited stress as the major reason for quitting BPO job, the next reason of concern for quitting is the bad quality of work life by about 28% of the respondents, 17% say lack of career opportunities as a concern for leaving the BPO job and about 10% only complain that the pay being low is the reason for quitting the BPO/ ITES sector job. Hence stress seems to be an indisputable factor influencing the high attrition rate in this industry.

Comparison of the demographic profiles in the 2 regions

A comparison of the distribution of major demographic variables in the 2 regions gives us a highlight of the contrasting differences in the profiles of the employees employed in the study areas.

Income Group distribution city wise

Table 1-Income Group *City Cross Tabulation

	City		Total
	Chennai	**Puducherry**	
Income Group < Rs.10,000	4	78	82
>Rs.10,000 & < Rs.20,000	90	41	131
> Rs.20,000	87	0	87
Total	**181**	**119**	**300**

A cross tabulation of city wise income distribution showcases the reality and we see that lower income is paid for the BPO jobs in Puducherry when compared to the same job in Chennai. It is observed that a majority of the respondents in the Puducherry region earn < Rs.10, 000 while a majority of respondents in the Chennai region earn >Rs. 10,000 and > Rs.20,000 .

Further on applying Chi square test, the study infers that Chi square (2) = 1.664E2, P=0.000 and hence statistically there is a significant association between the Income distribution of the respondents employed in the 2 regions. Further Phi Value =0.745, showing the association is very strong. This implies that there is a wide income discrepancy being followed for the employees in these regions. This is a cause for concern as many BPO's are looking at smaller towns for cost cutting and to leverage upon the lower real estate costs.

Age group distribution city wise

Table 2 - Age group * City

Age group	City		Total
	Chennai	Puducherry	
Age 20-25 yrs.	42	71	113
25-30 yrs.	83	33	116
30-35 yrs.	56	15	71
Total	**181**	**119**	**300**

The table 2 depicts the age groups distribution in the 2 cities and we observe that 116/300 – 38.7% are in the 25- 30 age and also maximum of this age group is represented by the BPO employees from Chennai, 113/300 – 37.7% are in the 20- 25 age group and also a maximum of this age group is represented by employees from Puducherry region, another 71/300 – 23.6% are in the 30-35 age group and a maximum of this group is in Chennai region. Applying Chi square test we see that chi square (2) = 41.635, P = .000 and hence there is statistically significant association in the age groups distributed city wise. This means different age groups are not equally distributed in the 2 cities. The study shows that Puducherry region has employees in the 20-25 age group more while Chennai has more employees in the 25-30 and 30-35 age groups. Further Phi value shows the association between these two variables as Phi = .373.

Education distribution city wise

A study of the distribution of the education profile of the BPO/ITES employees surveyed shows that about 160/300 – 53.3% of the respondents had UG degree and also a maximum of this education group was seen in Puducherry, about 112/300 – 37.3% of the respondents had PG qualification and a maximum of this group was seen in Chennai region. Around 19/300- 6.4% were ITI/diploma holders and 9/300 – 3% were +2 qualified.

Applying chi square to check if there is any significant association in the distribution of education city wise , the researcher observes from table 6.15.1 that chi square (3) = 23.183 , P = .000 and hence the study can conclude that there is statistically significant association between the distribution of education profile of respondents city wise.

Further a look at Phi value shows that Phi = .278 which shows the strength of the association. This is another area of concern as the young are drawn into the sector, the number of students pursuing higher studies as well as taking up research work will steadily decline. This would make our country an adopter of technology rather than an innovator.

Distribution of Experience city wise

The distribution of experience city wise shows that 107/300 – 35.7% have about 3-6 yrs of experience and also a maximum of work force with this experience were seen in Chennai region, about 106/300 – 35.3% have about 1-3 years of experience and this group is seen more in Puducherry region, about 53/300 – 17.7% have 6-10 yrs of experience and 34/300 – 11.3% have > 10 yrs.

Further the present study shows that a larger proportion of various experiences were seen in Chennai and more of the respondents in Puducherry were having less years of work experience in this industry. The phi value shows the strength of the association as equal to .408.

Extent of feeling refreshed at the beginning of the day

Though the study observes that 50 % of the employees do feel refreshed another 50% do not feel refreshed at the beginning of the day. This is a cause of concern and the respondents in the two cities had ranked that work related stress is the major reason for not feeling refreshed in the beginning of the day. The others in the descending order of importance were health reasons, physical work environment, and family / relationship issues and then debt. In order to analyze this data further to check if there are any significant differences between mean rankings of these variables in the two cities, independent samples t test was used.

HYPOTHESIS PROPOSED

H0: There is statistically no significant difference in the mean rankings of the reasons for not feeling refreshed in the two cities.

Table 3 - Group Statistics for reasons for not refreshed * City

	City	N	Mean	Std. Deviation	Std. Error Mean
Work related stress	Chennai	63	2.16	1.461	.184
	Puducherry	53	1.87	1.415	.194
Family / relationship issues	Chennai	63	3.05	1.325	.167
	Puducherry	53	3.30	1.030	.141
Health reasons	Chennai	63	2.78	.958	.121
	Puducherry	53	2.96	1.255	.172
Debt	Chennai	63	3.92	1.286	.162
	Puducherry	53	4.51	1.103	.151
Physical work environment	Chennai	63	2.95	1.497	.189
	Puducherry	53	3.09	1.197	.164

(Source: Computed)

From the above table on descriptive statistics for the 2 cities on the reasons for not feeling refreshed, we see that

- Mean of family/relationship issues, health reasons, debt and physical work environment are higher in Puducherry than in Chennai region.
- Mean of work related stress is higher in Chennai than in Puducherry region

Finally from the results of the independent samples test - the researcher concludes that since P is greater than .05 in the cases of work related stress, family/relationship issues, health reasons and physical work environment the H0 is accepted and there are no significant differences in their mean values between the two cities. But in the case of debt we see that t(114) = -2.654 , P =0.009, hence there is statistically significant difference in the mean ranking of debt in the two cities and a look at the group statistics table indicates that the mean ranking in Puducherry is lower for debt when compared to Chennai region. This implies that the BPO/ITES respondents of Chennai region have a higher debt pressure when compared to the respondents in Puducherry region. This is basically because of the high cost of living in metros than in Tier 2 cities.

Distribution of Periodic Medical Examination city wise

Applying the chi square test to check there is association between city and periodic medical examination undertaken, the researcher observes that Chi square test (2) =2.169, P=0.338 and hence the study shows that P value is not below the magic 0.05 and the study can conclude there is statistically no significant association between city and periodic medical examination undertaken by the respondents in the two cities surveyed.

Distribution of worry about financial position city wise

The study shows that 44% say they worry about financial position, 32% worry sometimes only while 24% have said they have no worries about their financial positions. To check if there are any significant association in their worry about financial position with respect to their cities, Chi square test was applied.

Worry about financial position and experience of stress

To check if there is any association between worry about financial position and the extent stress experienced by the respondents' one way ANOVA test was applied.

Table 6.31.1 ANOVA Worry about financial position * Experience Stress

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21.109	2	10.554	12.558	.000
Within Groups	249.611	297	.840		
Total	270.720	299			

(Source: Computed)

By studying the ANOVA results generated by SPSS, the significance is .000 and it is lower than .05. Hence there is statistically significant association between worry about financial position and experience of stress. This further can be justified from the Duncan table and the mean plot that those who are stressed show more worry about their financial position.

Stressexp

Duncan

Worry about financial position	N	Subset for alpha=0.05	
		1	2
No	72	2.31	
Yes	132		2.83
Sometimes	96		3.00
Sig.		1.000	.213

Means for groups in homogeneous subsets are displayed.

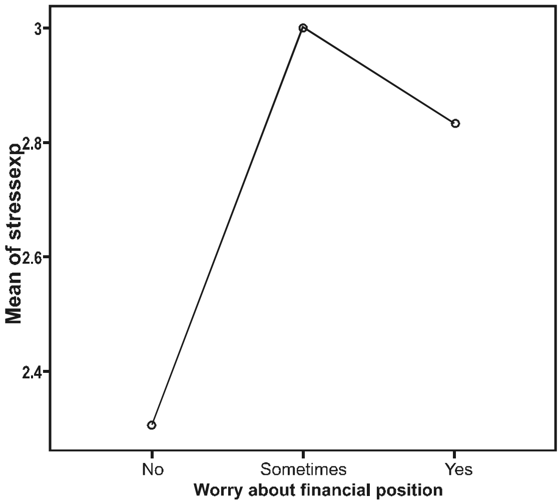

Fig: 1 – Mean plot of Worry about financial position * stress experienced

Further it is said by stress healers that continual feeling of being financially insecure nibbles painfully at our lower back. In fact psychologists suggest that back pain is experienced while say, heaving a heavy object, the injury occurs only because the back muscles are already contracted due to emotions, predisposing them to injury.

Distribution of sleep disturbances and its impact among the respondents between the 2 Cities

The study showed that there is significant differences in the mean values on sleep disturbances between the two cities in the variables trouble to fall asleep and awake and planning for the next day. On studying the descriptive statistics we see that the mean values for these two variables are experienced higher in the city of Puducherry than in the city of Chennai. This signifies the fact that BPO/ITES respondents are being loaded more in their workplace than their counterparts in the city of Chennai.

Comparison of the mean experience of stress symptoms in the cities of Chennai and Puducherry

An analysis of the stress symptoms between the 2 cities concluded that there are no significant differences in the variances of the variables tension, irritability, inability to cope, excessive tiredness, trouble falling asleep, anxiety and pounding heart there is no significant difference in the experience of stress symptoms between the two cities.

- While in the case of experience breathing problems and experience pains and trembling the values are t (217) = -2.846, P = .005 and t (212) = 5.336, P = .000 and hence H0 is rejected and we conclude that there is significant difference in the experience of stress symptoms in the two cities. Further from the group statistics we observe that the experience of these 2 problems is higher in Puducherry region than in Chennai region. This implies that the BPO/ITES workers are more strained in Puducherry in comparison to Chennai city. This can be justified by the fact according to NLI paper that "the workers are subject to a work regime, which is based on a high degree of computer –telephony integration. The system also allows management to examine the performance of the employees quantitatively – average call time, number of calls and so on" coupled with this are the high targets and the work environments at Puducherry being nothing more than "modern sweat shops" than in Chennai city.
- The results of the independent samples test and the study concludes that in the case of experience being tired, experience susceptible to illness and physically exhausted there is statistically no significant difference but in the case of being emotionally exhausted t (298) = -4.188, P = .000 and hence there is statistically significant difference in the experience of being emotionally exhausted between the cities. The descriptive statistics shows that BPO respondents in Puducherry experience emotional exhaustion sometimes while the respondents in Chennai experience it rarely. This again justifies that BPO employee in Puducherry experience much higher targets and also their work environments are highly formal and face more quantity/quality targets and hence this increasing experience of emotional exhaustion.

Analysis of the stress reducing strategies

It is clear that the various common relaxation measures are not being carried out to the same extent in the companies surveyed. By using weighted average method we observe that relaxation measures very widely practiced is team get together and the others in the descending order of importance are sports activities and family get together at rank 2, stress management training at rank 4, general counseling at rank 6 and lastly followed by yoga and meditation. This indicates that the relaxation programme are not widely and frequently followed in the BPO/ITES companies surveyed.

Further a study on the relaxation facilities offered at the two cities makes it picture clear that the relaxation facilities like indoor activities, news desk, canteen TV, contests gym, health experts are comparatively available to a lesser extent in Puducherry town than in Chennai city.

We can thus infer the effects of cost cutting measures that corporate adhere to leverage on the benefits of outsourcing to cities other than metros.

Suggestions: Holistic approach to relieve stress: The yogic concept of health and disease enables us to understand that many causes of physical and psychosomatic disorders are rooted in the mind. A control over mind is indeed the solution to rip off the evil called stress.

Concept of service desk: A big problem causing tension to the employees is to have paid their utility bills on time and avoiding the possible inconveniences thereafter. This can be handled by maintaining a service desk where the utility bills can be queued up and payments made after a logistics planning.

The other suggestions are: providing unbiased career growth opportunities, establish an in house day care centre, robust career counseling, daily department huddle, industry specific guidelines has to be enunciated, health risk assessments both for pre-employment and periodic for employees should be conducted to rip the evils of stress in its bud, awareness of lifestyle diseases should be created, increasing the length and frequency of the breaks, organize relaxation courses like art classes as it is a big stress buster, have laughter clubs as it is the best medicine, provide an ergonomically designed work place, need for mental revolution among the employees, need to include BPO into the curriculum of the various courses to help people to choose it as a career by choice and not being trapped. This will also increase the productivity of our country in the various sectors.

Scope for future research

As this study is limited only to the regions of Chennai and Puducherry, in the future it can be conducted in the other BPO/ITES destinations in Tamil Nadu as well as the other southern states of India so that strategizing at the macro level by the policy makers can be initiated.

Conclusion

The study brings to fore the prevalence of stress symptoms and also numerous work situations that groom stress and make these BPO/ITES employees very easily vulnerable to stress related disasters which may be physical, psychological, social cultural as well as economic disturbances. These disturbances are more pronounced in the tier 2 cities than in the metros as companies struggle to keep their profit margins in the context of rising global competition for outsourcing. This will have negative influence not only on our work force but also on our country at large. Further as the competition for outsourcing is spinning large from other countries like China, Africa etc. coupled with the recent global recession – it is here that this study highlights the rising stress levels among this work force which may be subject to more quantitative as well as qualitative pressures of the industry. Hence this work calls for the attention of the industry as well as the government to regulate the work environment in this sector else it would dig a silent grave in our economic development.

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6 Employees Perception towards CSR: An Empirical Study

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Abstract

Since the early 1990s, corporate responsibility issues, including the social obligations of corporations, have attained prominence in political and business debate. This is not only in response to corporate scandals but also due to the realization that development centered only on economic growth paradigms is unsustainable and therefore, there is a need for a more proactive role by states, companies and communities in a development process aimed at balancing economic growth with environmental sustainability and social cohesion. The concept of Corporate Social Responsibility (CSR) is gaining importance nowadays. It calls upon business to follow ethical practices while dealing with shareholders, employees, customers, suppliers, environment, government and community, all the companies are not equally committed towards their social responsibility. When everything seems to be going wrong, it is the employees that can make company realize their social responsibility. In this backdrop, this paper investigates the employees perception towards CSR in a public limited company in Kerala, India.

Design/Methodology/Approach: Primary data using convenient sampling through questionnaire and interview method and secondary data from wide range of literature and various journal publications had been utilized. Frequency distribution, percentage analysis, mean score and one way ANOVA were used to test the objectives of the study. In order to test the reliability of the scale, the researcher applied Cronbach's Alpha (CFA) to measure the internal consistency of the variables.The findings of the study emphasize on the employee's perception towards CSR is that the company follow a strong corporate culture and CSR.

Key Words: Employees perception, Corporate Social Responsibility and Corporate governance.

Employees Perception towards CSR: An Empirical Study

Introduction

Today not only are firms expected to be virtuous, but also they are being called to practice "social responsibility" or "corporate citizenship" (Carroll, 2000b, p.187). Unfortunately, too frequently marketers still focus solely on their products and markets while neglecting the social impact of their activities (Flores, 2001). Perhaps this is because the concept of Corporate Social Responsibility (CSR) is a fuzzy one with unclear boundaries and debatable legitimacy. The central question confronting strategy today is how to discern and respond to the new rules of the game – those that are being set both by changing industry and market structure and the new basis for competition, and by higher public expectations of companies' social and ethical performance. In retrospect from the vantage point of 2010, it may be only a slight exaggeration to say that ethics have come to be on a par with economics as the primary criterion for evaluating corporate performance – not become economic value has become less important, but because it is taken for granted, and ethical performance is not (Wilson, 2000). According to Wilson (2000), new rules of corporate conduct could be considered as legitimacy, governance, equity, environment, employment, public/private sector relationships and ethics.

CSR, Corporate Governance (CG), Corporate Sustainability (CS), Corporate Citizenship and Triple Bottom Line (TBL) are becoming synonymous with the emerging effort to determine the meaning of "ethical business". However, even though the theory and models surrounding stakeholders management and social responsibility are abundant (Harrison and Freeman, 1999), the analysis of CSR is still in an embryonic stage and critical issues regarding frameworks, measurement, and empirical methods have not yet been resolved (Academy of Management, 2003). This paper is to clarify the CSR concept and to explore the employees' perception towards CSR in Jyothy Laboratories Limited, Kerala, India.

Corporate Social Responsibility (CSR)

CSR has been defined as the duty of the organization to respect individuals' rights and promote human welfare in its operations (Manakkalathil and Rudolf, 1995; Oppewal *et al,* 2006). Businesses not only have the economic responsibility of being profitable and the legal responsibility to follow the laws or ground rules that guide their ability to achieve their economic requirements, but they also have ethical responsibilities that include a range of societal norms, or standards (Carroll, 2000a). CSR has been around for more than two decades. During the latter half of twentieth century, an idea of the corporate social contract, were which underlies the CSR concept of the day. Given the adverse effects of business decision making on society as well as corporate reliance on society, the notion of an implied corporate social contract was conceived by social and economic theorists. This contract spells out society's expectations of business as well as (although much less discussed) business's expectations of society (Bowie, 1983). CSR means being a good steward of society's economic and human resources (Journal of Consumer Marketing, 2001). In summary, CSR entails the obligation stemming from the implicit "social contract" between business and society for firms to be responsive to society's long-run needs and wants, optimizing the positive effects and minimizing the negative effects of its actions on society.

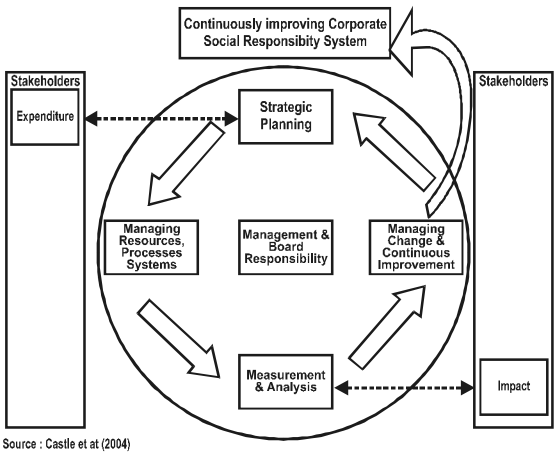
CSR Framework

Castka *et al,* (2004) proposed a useful framework, based on three major assumptions:

1. The CSR framework should be integrated into business systems, objectives, targets and performance measures.
2. The governance system, whose purpose is to control, provide resources, opportunities, strategic direction of the organization and be held responsible for doing so, is an integral part of business hence e need for the CSR system.
3. Central to the CSR framework is the transformation of stakeholders' needs and expectation into business strategy, where the organization has to balance the need for CSR from their key stakeholders with entrepreneurship.

The CSR framework was proposed to organizations to establish, manage, improve and document a CSR management system (Figure 1). This framework was designed as a process-based management system compatible with ISO 9001:2000 quality management system. Processes needed for the CSR management system include processes for management and board responsibilities, identification of stakeholders' expectations, strategic planning, managing resources, processes and systems, measurement and analysis, managing change and continual improvement. This framework's key is the transformation of stakeholders' expectations into the operations of the organization with continual monitoring of the impact. Thus, assessment will determine whether the organization has satisfied its stakeholders or not. The only way to successfully address the complete spectrum of the CSR requirements is to look at the whole organization and the way it carries out its activities.

Figure 1 Framework of CSR



Source : Castle et at (2004)

Review of Literature

Arash Shahin (2007) pointed out that models of corporate governance and the associated elements affecting CSR. It addresses the integration of CSR into management systems through a framework as a process-based management system and studies the role of leadership style for socially responsible organizations. Rupal Sharma (2012) stated that the obligation of whole corporate world to take care of different interest groups which are directly or indirectly being affected by the pursuit of business activities. Chitra Devi (2011) discussed that the IT sector have woke up to the need for being committed towards CSR. But still majority of industrial sector have just been taking up some form of philanthropic activities for its stakeholders. Ananda Das Gupta (2012) analysed that the operational uncertainties and difficulties are compounded by recent observations of 'company anxiety' regarding CSR communications. Over-promising or declarations of rightness and good intentions could cause the mistrust of consumers and stakeholders, creating the opposite effects from those expected. Companies are recognizing that corporate responsibility communications should be low tone and straightforward, reflected in the actual behaviour of every member of the company, which is extremely difficult to achieve before CSR is integrated into the company's bloodstream. Malik Ali (2012) studied that CSR is becoming an increasingly important activity to business nationally and internationally. As globalization accelerates and large corporations serve as global providers, these corporations have progressively recognized the benefits of providing CSR programs in various locations. CSR activities are now being undertaken throughout the globe. Rajan Sharma (2011) argued that the concept of CSR is gaining importance nowadays. It calls upon businesses to follow ethical practices while dealing with employees, suppliers, dealers, customers, etc. Unfortunately, all the companies are not equally committed towards their social responsibility. We repeatedly hear about various scams taking place in the business world. When everything seems to be going wrong, it is the employees that can make businesses realize their social responsibility.

Statement of the problem

The concept of CSR is gaining importance nowadays. It calls upon businesses to follow ethical practices while dealing with employees, suppliers, dealers, customers, etc. Unfortunately, all the companies are not equally committed towards their social responsibility. We repeatedly hear about various scams taking place in the business world. When everything seems to be going wrong, it is the employees that can make businesses realize their social responsibility.

Research Question and Hypothesis

In this study, the researchers are seeking an answer to the following question:

Do really the employees perceive the corporate social responsibilities.

In order to conduct this investigation to answer the proposed question and considering the results achieved by the previous studies, the following hypotheses are formulated:

Ho: (Null hypotheses) There is no significant relationship between experience and perception towards corporate social responsibilities.

H1: (Alternative hypotheses) There is significant relationship between experience and perception towards corporate social responsibilities.

Objectives of the Study

1. To study the demographic profile of the respondents.
2. To find out the employees perception towards the corporate social responsibility.

Methodology of the Study

The study is based on the primary sources of data which are collected through questionnaire from Jyothy Laboratories Limited, Kerala, India, to identify the employee's perception towards corporate social responsibilities. A convenient sample was used for this study. A total of 26 questionnaires were distributed and collected from the respondents. The sample population for the research was defined and collected from only female employees. The questionnaire consisted of 19 questions (Appendix 1). Section A consisted of demographic questions while section B contained five point Likert's scale questions to measure the women employee's perception towards various corporate social responsibilities. The respondents were required to rate the various statements ranging from 5 (strongly agree) to 1 (strongly disagree). The statistical techniques of frequency distribution, percentage analysis, mean score and one way ANOVA were used to determine the variables, which determine their awareness towards problems on usage of mobile phone. To analyze the data the SPSS 11.5 for windows was used.

Test of Reliability

The current study has used Cronbach's alpha, which is the most widely used measure for testing the reliability. It requires only a single test administration and is easy to compute when using a correlation matrix. Cronbach's alpha is expressed as á = Np/[1 + p (N-1)] (Carmines and Zeller, 1979), where N is the number of statements and p is the mean inter-item correlation. The dataset used for the study had a Cronbach's alpha of 0.970. As per Hair et al. (1998), the generally agreed upon lower limit is 0.70, while Carmines and Zeller (1979) believe that the alpha should not be below 0.80 for widely used scales. Considering these guidelines, it would be appropriate to conclude that the data used for one way ANOVA exhibit a very good reliability.

Limitations of the Study

The data collected for the study was limited to only 26 samples. The results of the study may not reflect the same when more samples are collected. The study period was limited to six months.

ANALYSIS AND INTERPRETATION

1. Percentage Analysis

The data pertaining to demographic factor of the respondents were given in table 1.

Table 1: Demographic profile

Factor		Freq.	%
Education	Up to 10th	20	77
	Plus 2	6	23
	Degree	0	00
	Total	**26**	**100**
Marital status	Married	20	77
	Unmarried	6	23
	Total	**26**	**100**
Age	21 to 30	8	31
	31 to 40	12	46
	41 to 50	6	23
	Total	**26**	**100**
Experience	Upto 5 years	10	38
	Upto 10 years	10	38
	Upto 15 years	3	12
	Upto 20 years	3	12
	Total	**26**	**100**

Source: Primary date

From the above table it is inferred that, 77 percent of the respondents belonged to 10th Standard, 23 percent of the respondents belonged to plus 2. With regards to marital status, 20 respondents among 26 were married and 6 respondents unmarried. Majority of (46%) of the respondents fell under 31 to 40 age groups, 31 percent of the respondents under 21 to 30 age groups and 23 percent respondents were under 41 to 50 years of age only. With regards to experience, 10 of 26 respondents have up to 5 years of work experience, 10 respondents have up to 10 years of work experience, 3 respondents have up to 15 years of work experience and 3 respondents have up to 15 years of work experience.

II. One Way ANOVA

Testing of Hypothesis

Table 2: One way ANOVA between experience and employees perception towards CSR

Variable	Mean	Std. Deviation	F	Sig.
Proactively promote public interest	3.88	0.588	14.301	0.000
Undertake charitable activities	4.08	0.744	12.707	0.000
Build healthy public relations	4.58	0.703	49.253	0.000
Maintain healthy labour standards	4.04	0.871	58.882	0.000
Promote social values	4.12	0.516	8.076	0.001
Improve quality of life	4.19	0.849	51.897	0.000
Ensure corporate governance	4.12	0.711	26.207	0.000
Ensure environment protection	4.04	0.871	40.071	0.000
Fulfil responsibility towards society	4.58	0.758	21.890	0.000
Fulfil responsibility towards customers	4.62	0.571	14.279	0.000

Source: Primary data

Findings

1. It is inferred from table 2 that the calculated value of one way ANOVA for all the above ten variables is 0.000, which is less than the hypothetical value (á= 0.05) at 5% level of significance. Therefore, null hypothesis is not accepted. Hence, there is significant relationship between experience and employees' perception towards CSR and it can be inferred that the all the employees' in Jyothy Laboratories Limited have perceived that the company follow CSR.

2. It is also revealed that building healthy public relations and fulfilling responsibility towards society have very high employees' perception

towards CSR with a mean score of 4.58. Proactively promoting public interest has a very low employee perception towards CSR with mean score of 3.88.

Suggestion

CSR should acts for both company policies and for the social value of the community. While formulating a CSR policy, the companies should consider the viewpoint of the employees. Encouraging the employees are the major stakeholders for the company to implement the corporate strategy in CSR.

Conclusion

As mentioned earlier, the main focus of this research was to find out the employees' perception towards CSR. Comparing the CSR conceptual framework and employees' perception, the research concludes that the company sincerely follow CSR towards society, environment and economy. The finding highlights the relevance of demographic profile, employees' perception and notes its one way ANOVA and contribution to present day CSR policies and strategies.

Scope for Further Research

There is a need for further research in this area and for spreading the CSR framework and practices to modern organizations and business entities.

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7 The Encounter with Indian Culture through Buddhism in Japan - Making of an Anime Film "Buddha"

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1. My experience on making an anime film "Buddha"

I start my paper on my experience of making an anime film "Buddha", the original manga written by Osamu Tezuka (1928-89), the most famous Japanese cartoonist, manga writer/ artist, animator, and producer. His best known anima is "Astro Boy" ("Tetsuwan Atomu" in the Japanese original title). He is often credited as the Godfather of Anime, the god of comics and so on, often compared with Walt Disney.

"Buddha" is one of Tezuka's last epic manga works that began in 1972 and ended in 1983. This manga won the award for Best U.S. Edition of Foreign Material at the 2004 and 2005 Eisner Awards, the award for Best American Edition of Foreign Material at the 2004 and 2005 Harvey Awards, and its anime film was nominated for the 2012 Japan Academy Prize for Animation of the Year. Actually it had been said that it was impossible to produce this manga as an anime film because Tezuka's unique interpretation of the Gautama Buddha's life and thought are rather controversial and ideological. His portrayal of the Buddha's life is often criticized as too humane and against the authentic Buddhist philosophy by some scholars and monks. Apart from above controversies, "Buddha" was only one master piece that had remained without being animated.

The animated feature-length film "Buddha", directed by Kozo Morishita, animated by Toei Animation and distributed by Toei Company and Warner Bros. Pictures, was released on May 28, 2011 exactly during the aftermath of the Tôhoku earthquake and tsunami. This year is also the celebration of the 750th memorial of Shinran, a founder of the Pure Land Buddhism, the most widely practiced branch of Buddhism in Japan. I am one of supervisors of this anime film and gave advices from the aspects of ancient Indian culture and performing arts.

The manga "Buddha" which actually consists of 14 volumes is planned to be trilogy of amine films. The first part begins with birth of Buddha and ends by his entering priesthood, the second part which will be released February 8, 2014, ends by his attaining enlightenment to be called "Buddha", and the last part under planning will end by his death.

In this paper, I will focus on my reconstruction of the ancient Indian culture through my experiences as a supervisor of "Buddha" and indicate a few special features of cultural transformation through my researches on the encounter with Indian culture through Buddhism in Japan. Finally I will point out what I learned through this experience

2. My methodology of reconstructing the ancient Indian culture

It is quite difficult to reconstruct the ancient Indian culture because of the scarcity of historical materials. No archeological remains of Buddha's time are available today. Buddhist architecture had developed from the third century BC onward. One of the earliest Buddhist sites still in existence is the great stupa at Sanchi, which was probably built by the Mauryan King Ashoka (273-236 BC).

The most informative materials are sculptures and reliefs carved on the elaborate stone gateways around stupas at Sanchi and plenty of limestone reliefs to adorn the great stupa at Amaravati. The Buddha's life and Jataka tales are depicted on these sculptures and reliefs which mostly belong to the Satavahana period dating from the second century BC to the second century AD. Through the investigation of them, it is possible to get information of court lives in the royal palace as well as those of common people, the military procession, performing arts, musical instruments, dance posture and so on.

Preceding Sanchi and Amaravati, the Bharhut sculptures which belong to the Sunga period from the third to the second century BC, also provide the useful information on the ancient Indian's lives.

The other important archeological remains are the Ajanta cave paintings which date from the second century BC to the seventh century AD. The early rock-cut caves belong to the Satavahana period that can be agreed with Sanchi and Amaravati though these caves have less number of paintings. The later caves belonging to the Vakataka period have the finest colorful paintings describing Jataka tales. They are especially useful for reconstructing the ancient Indian costumes, ornaments, and hairstyles addition to aforementioned information.

Addition to above Buddhist remains, Sanskrit, Pali and Tamil literatures including *Vedas*, Buddhist sutras, Jataka tales, and epics are also important to reconstruct the ancient Indian culture. Among them, I especially relied on *Nâmya-úâstra* for the scene of dance and music performed in the royal palace of Kapilavastu.

3. The reconstructed ancient Indian culture

Now I proceed to explain my reconstruction of the ancient Indian culture by referring to above archeological materials. As my main interest is the history of Indian performing arts, I especially focus on musical instruments and costumes addition to daily necessities and the ancient way of life.

a. Dance scene in Kapilavastu

In the scene of the royal palace of Kapilavastu, dancers and musicians try to please young Siddhartha. Japanese usually have an idea that music played by the *sitâr* and the *tablâ* is typical Indian. Because these musical instruments have developed after the Muslim invasion to North India, I did not use the Hindustani music but the simple and traditional Carnatic song for dance called *jatisvaram*, which I actually sang and my friend Bharatanâmyam dancer choreographed for the scene. Though we cannot listen to the same music of Kapilavastu, I chose traditional Carnatic song so as to avoid the influence of Muslim culture in this scene. It is no doubt that the composition chosen here is much older than the Hindustani *sitâr* music.

b. Musical instruments

Musical instruments featuring in the scene of Kapilavastu are the *m[daEgam*, the bamboo flute, the *esraj* (instead of the *râvaGahasta*, a stringed instrument played with a bow) and the *nammuvaEgam* (instead of *tâlam*, small symbals) that are all considered to be ancient. *Nâmya-úâstra* mentions different types of musical instruments: chapter 29 treats the chordophones including varieties of *vîGâ*s, chapter 30 aerophones including the bamboo flute (the *vaCœa*) and the conch shell (the *œankha*), chapter 31 ideophones (the *tâlam*), and chapter 33 membranophones including the *m[daEgam* and other varieties of drums.

The actual shapes of these musical instruments can be reconstructed especially with reference to the reliefs of Amaravati and the paintings of Ajanta caves. Among them, the most common stringed instrument is a harp-type *vîGâ* with seven or nine strings and another one is a lute-type. A group of musicians and dancers depicted in these paintings, sculptures and reliefs suggest that orchestra music consisting of different type of musical instruments with dance was flourishing in the ancient India.

c. Costumes

It is most difficult for me how costumes should be drawn in the anime film. In the ancient India, women usually wore no upper cloths but waistcloths. Actually women in the Tezuka's original manga wear only waistcloths. Moreover, a cloth without cut and stitch like a sari has been considered to be pure according to the Indian epics and wearing stitched upper cloths became popular after the Muslim invasion. Since the anime film should be enjoyed by families including children, we put upper cloths on women to avoid sexual or obscene expression.

The elaborate ornaments including head-dresses, necklaces, ear-rings, bangles, belts and anklets can be found in the Ajanta cave paintings though nose-rings and finger-rings are productions of the later days. We can also observe the development of weaving techniques of dress materials there. Since it is difficult to draw such elaborate ornaments and complicated patterns of dress materials in anime films, some contrivances to draw them with rather simple lines are indispensable.

d. Architecture, Furniture, vessels, toiletries etc.

The most typical characteristics of architecture in this period were walled cities with large gates and multi-storied buildings with windows and doors constructed with bricks, wood, and stones. The furniture, vessels and toiletries used in those days were not so different from those of todays. The architecture and its interior appearing in Tezuka's original manga looks like that of rather later period.

e. Battle fields

The military procession and the battle fields appearing in this anime film excite us a lot with their furious movements. The military troop of this period consisted of four different types of army, namely infantry, cavalry, carriages with one or pair of horses, and military elephants. There were various weapons including swords, clubs, spears, axes, pikes and shields, bows and arrows, armors, and flags with emblems. A head was usually covered by a turban and a helmet was rarely worn.

4. The encounter with Indian culture in Japan

The official introduction of Buddhism to Japan is dated to 552 and this new religion has completely taken a firm hold on the Japanese life in the Asuka period (538-710) and the Nara period (710-794) though the spread and practice of this religion is much earlier since the third century AD according to the Chinese sources. This period can be considered to be a phase of internationalization. Along with the Buddhism, various foreign cultures from China and Korea and also from India and other Asian countries were brought to Japan.

It was regarded as the important policy for the Government to adapt foreign culture for the betterment of state governance. In this period, the exchange programs were conducted by the Government: Japanese scholars were sent to foreign countries to learn the advanced culture and foreign scholars were invited to train them. The Japanese scholars Kenzuishi and Kentôshi (Japanese envoy to the Sui and the Tang Dynasty of China) were sent to China to study Chinese culture from 607 (the Asuka period) till 894 (the Early Heian period). Their purposes were to learn advanced technologies and knowledge, to collect Buddhist sutras, and to gather the information of foreign countries.

In 736, two Buddhist monks, Bodaisenna (Bodhisena) from South India and Buttetsu (Fattriet) from Vietnam were invited to Japan. Bodhisena was one of the most famous Indian monks who led the Daibutsu-kaigen-hôyô, the celebration of a newly made great Buddha image at the Tôdaiji temple in Nara in 752. In this occasion, various performing arts including Gagaku (the orchestra music, also called Bugaku when it is performed with dance), Gigaku (the mask dance drama), Syômyô (the Buddhist chant) and the other local performing arts were performed. We can recognize the Indian influences in them.

a. Gagaku

Gagaku is one of the oldest performing arts preserved for more than 1400 years in Buddhist temples, Shintô shrines, and the Imperial Court. The 80 musicians and dancers from Silla in the Korean Peninsula visited Japan and gave the performance of their dance and music in 453 is the earliest record of importation of Gagaku. Apart from the theoretical similarities with the ancient Indian music, there is a group of compositions called Tenjikugaku (Tenjiku is the ancient name of India in Japanese) which Bodhisena and Fattriet, two Buddhist monks were said to train musicians and dancers of the Shitennôji temple in Osaka.

The existing repertoires of Tenjikugaku are as follows: Ama-ninomai (Mother Goddess and the second dance), Genjoraku (finding serpent), Bato (an Indian King, Pedu), Karyobin (Karavinka bird), Seigaiha (a wave of the Lake Quighai), Sokoko (styrax), Bairo (an Indian King, Bairochikana?), and Bosatsu (Bodhisattva).

b. Gigaku

Gigaku consists of a procession called Gyôdô and a pantomime with comical elements. It was once performed as a religious service conducted mainly on the Buddha Jayanti day at Buddhist temples. It declined around the 16th century and died out. Today only the masks, costumes, and a few documents have been preserved in the Shôsôin, the Hôryûji temples and a few other places. Gigaku had international characteristics whose origin could be traced to West Asia, India as well as China. There characters appearing in Gigku performance are divided into four differnet types: Kojin (West Asians or Aryans), Gojin (People of Wu), Nankaijin (those who come from the southern sea), and Irui (beasts and birds). Today, traditional performing artists are trying to reconstruct Gigaku in various ways.

c. Shômyô

The word 'Shômyô' is derived from *œabda-vidya* (the knowledge of sound syllables) in Sanskrit. Shômyô is the Buddhist chant said to have originated in the Vedic chant. It was brought to Japan through Indian and Chinese monks along with the introduction of Buddhism. Because of its localization in these countries, there are three types of Shômyô: Bonsan in Sanskrit, Kansan in Chinese, and Wasan in Japanese. The basic construction of Shômyô presentation called Hôe (assembly for *dharma*) includes a dramatic presentation of the Buddhist doctrine: Bai (praising Buddha's beauty), Sange (pouring flowers), Bonnon (praising Buddha's voice) and Shakujô (crosier).

5. The transformation of Indian culture

Before brought to Japan, the Indian culture might had been transformed in China, Korea, and other Asian countries, and again indigenized in Japan. Investigating the process of transformation is also an interesting topic. I will take up a few typical examples here.

a. Aryan vs Dravidian

Ama-ninomai, one of the Tenjikugaku repertoires of Gagaku, is a mask dance. The dancers of Ninomai which describes an old man and a woman with comical movements wear masks with dark brown skin symbolizing Dravidians. While the mask with red skin, a big nose and eyes worn by a dancer of Genjoraku and that of Bato symbolize Aryans. Masks of Gigaku also share the similar characteristics. The mask of Kojin has Aryan characteristics and that of Nankaijin has Dravidian characteristics.

b. Kinnara or Kalavinka

Karyobin (also called Karyobinga) derived from Kalavinka, one of the Tenjikugaku repertoires, is performed by the children who set wings on their back and dance with small cymbals. Originally a bird living in the Himalayas is called Kalavinka and we can often come across in the Buddhist sutras as a bird with melodious voice living in the paradise. On the other hand, Karyobin or Kalavinka is a celestial musician with a human head and a bird body in Japan, that is usually called Kinnara in India. The process of changing the name from Kinnara to Karavinka is not clear.

c. The five-stringed lute-type vina

Kinnara depicted in the Ajanta caves is holding the five-stringed lute-type vîGâ. In Japan, the same type of lute called 'Raden-shitan-no-gogen-biwa' is preserved in the Shôsôin, the Imperial Repository near the Tôdaiji temple constructed in the seventh century. This is the only existing musical instrument of this type in the world and even obsolete in China, India, and around the Silk Road. Though the musical instrument is preserved, its music is obsolete in Japan, too. Today musicians and scholars from China and Japan get together and try to reconstruct its music.

6. Concluding Remarks

We can find a lot of Indian elements in the Japanese performing arts brought along with Buddhism. Though they might have been transformed in China and Korea and then again modified in Japan, I have tried to find a link between the traditional Japanese performing arts and those of India. Consequently, it can be said that the Japanese have regarded India as the birthplace of Buddhism and a treasure house of the ancient Buddhist culture.

Because of the cultural diversity, our own culture has become enriched till today. Though different cultures often crush each other, any culture can never be isolated from one another. Being either happy or unhappy for us, the encounter with different cultures brings something interesting and even exciting, and then it gives us creative imaginations.

Addition to cultural diversity, we share many common features as we know that the Buddhist philosophy is shared by the people living in many Asian countries even though political hostiles exist among them. I may wear Indian dress yesterday, Japanese dress today, and Western dress tomorrow. I may wear Indian saree, French watch, and Japanese shoes at the same time. This is a cultural fact today. Let us find common features and enjoy differences.

Finally I will point out four practical perspectives through my experience of supervising a film "Buddha". First, the basic principle of Buddhism has never died out, become our background, and enriched our ideas though it was born and brought up in the ancient and traditional Indian culture, traveled to several countries, and then transformed for over two thousand years.

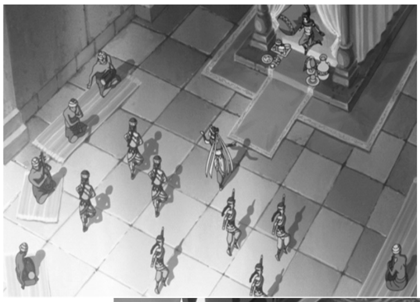
Second, to know and to learn other cultures make it possible to objectify ourselves better than before. Through the investigation of the ancient Indian culture for this film, I could deepen my understanding of the ancient Japanese culture. To know others means to know ourselves objectively. Then it makes us possible to explain our own culture to others in better way.

Third, supervising films especially in the case of treating historical themes is an indispensable process in order to get the global repetition. The Times of India says that "Mahabharat", an anime film presented by Jayantilal Gada (PEN) and produced by Kushal Gada and Dhaval Gada, released on 27th Dec. 2013, script gets scholar's approved. This news shows the importance of objective approaches as there might be many versions of "Mahabharat" because of its popularity. In case of "Buddha", there are three supervisors, one is on Buddhist philosophy, one is on architecture, and I am on culture and arts. This also shows a good example of teamwork. Diversification of specializing field of team members helps to attain the satisfactory results.

Fourth, Japanese anime could get a global acceptance without suffering the Galapagos syndrome. Some scholars point out its apolitical nature by comparison with those of Walt Disney that usually carries an American political ideology, namely "Democracy". Because of this message hidden in films, the latter have not been appreciated well in some Asian countries. To the contrary, Japanese anime has focused more on children's growth, family affairs, friendship, and other familiar everyday concerns which everybody can share.

Today India is gaining global attentions as a growing market due to its population growth and economic development. For the further mutual relationship of business operations, I would like to emphasize the necessity of understanding culture and customs. Though I am not a business person, I believe that cross-cultural communication is always the fundamental principle for successful business.

Pictures for reference:



8 Culture impact of advertising in regard to different local and Global Brands in India

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Abstract

Today television is considered as one of the most powerful advertising media reaching broad spectrum of consumers from different cultural background. Television reaches more than 54% of the Indian population. Television as an effect medium demonstrates product attributes, consumer benefits and portrays user and usage imaginary, brand personality and other intangibles. Advertising has been used from many years as vehicle for cultural assimilation, encouraging people to exchange their traditional habits in favour of shared modern life style as such television is widely acknowledged as a powerful agent of socialization. By using culture chord the global and local brands in India are being successful in impressing consumers by drawing their attention and thereby increasing more consumers and brand value.

Key Words: Advertising insights, cultural appeal of advertisement, agent of socialization, cultural assimilation, appeals of advertisement in India.

Introduction

Television is recognized as the most powerful advertising medium and reached a very broad spectrum of consumers from different cultural background. In India, television is the medium with the highest reach where it reaches an audience that constitutes more than 54% of the population. Television, as a medium, can be an extremely effective medium, vividly demonstrating product attributes and persuasively explaining their corresponding consumer benefits. Also, it can dramatically portray user and usage imagery, brand personality and other intangibles.

For many scholars (McLuhan, 1964), one of the more socially significant events of the 20th century has been the introduction and diffusion of television. Television has forever changed our families and the way we elect our leaders, the way we celebrate festivals, the way we show our happiness to relatives during festivals like giving chocolates as gifts, set social policy, judge the accused and view ourselves in relation to others. This is probably because television has supplemented reading and interpersonal narrative as our primary means of story-telling and myth-delivery (Silverstone 1991) and has thus fundamentally changed our culture (McLuhan,1964). Across diverse theoretical formulations, television is widely acknowledged as a powerful agent of socialization.

Culture today can be defined as a way of life of a group of people, based on inherited deposit of knowledge, experience, beliefs, attitudes, religion, notions of time, relations People acquire and accept is and pass it from one generation to another generation by means on various forms of communication like literature, television, books, movies, photos, artefacts.

Advertising is been used from many years as a vehicle for cultural assimilation, encouraging people to exchange their traditional habits in favour of shared modern life style.

Advertisement Appeal

Moriarty (1991) defines an appeal as "a message about a need that has the power to arouse innate or latent desires". An advertising appeal refers to the approach used to attract the attention of consumers and/or to influence their feelings toward the product, service, or cause. Essentials of an advertising appeal:

* It must be thematically sound
* It must be communicative.
* It must be interesting.
* It must have credibility.
* It must have finality and be complete.

Classification

Hundreds of different appeals can be used as the basis for advertising messages. At the broadest level, these approaches are generally broken down into the following two categories:

* Informational/Rational Appeals
* Emotional appeals
* Informational/Rational Appeals

These appeals focus on the consumer's practical, functional and utilitarian need for the product/ service and emphasize features of a product or service and/ or the benefits or reasons for owning or using a particular brand. The content of these messages emphasizes facts, learning and logic of persuasion. Rational-based appeals tend to be informative, and advertisers using them generally attempt to convince consumers that their product/service has a particular attribute(s) or provides a specific benefit that satisfies their needs.

Weilbacher identified several types of advertising appeals that fall under the category of rational approaches, among them feature, competitive advantage, favourable price, news, and Product/ service popularity appeals.

* Feature Appeal: focuses on the dominant traits of the product or service.

* Competitive Advantage Appeal: is usually a direct or indirect comparison to another brand (or brands) and usually claims superiority on one or more attributes.

* Price Appeal: makes the price offer the dominant part of the message.

* News Appeal: are those in which some type of news or announcement about the product/ service or company dominates the ad.

* Popularity Appeals; stress the popularity of the product or service by pointing out the number of consumers who use the brand, the number who have switched to it, the number of experts who recommend it , or its leadership position in the market.

* Image appeal i.e. use of celebrity. McCracken's (1989) definition of a celebrity endorser is, "any individual who enjoys public recognition and who uses this recognition on behalf of a consumer good by appearing with it in an advertisement".

Emotional Appeals

Emotional appeals are the dominant tactics of the advertisements. They are the easiest attention-getters to recognize. Emotions act as mediators of responses to advertising. Among those designed to stir emotions or rouse particular feelings, one finds, humour (Gelb and Zinkhan 1986), fear (LaTour and Zahra 1988), irritation (Aaker and Bruzzone 1985), warmth (Aaker et al. 1986) and sexual arousal (Bello et al. 1983; Severn et al. 1990).

Moriarty (1991) cites eleven types of emotional appeals: excitement, fear (danger, personal embarrassment), family (love, protection), guilt, I love (affection, romance), nostalgia, pleasure, (humor, happiness, joy), poignancy, pride, relief, and sorrow (grief, suffering). Emotional appeals are the dominant tactics of the ads. They are the easiest attention-getters to recognize. Millions of combinations of emotional associations are possible, simultaneously.

Bases for Emotional Appeals

Personal State or Feelings: safety, security, fear, love, affection, happiness, joy, nostalgia, sentiment, excitement, sorrow, pride, achievement, self-esteem, actualization, pleasure, ambition and comfort.

Social-Based feelings: recognition, status, respect, involvement, embarrassment, affiliation, rejection, belonging, acceptance, approval.

Burke and Edell (1989) categorized advertising feelings in three kinds: upbeat, warm and negative.

Upbeat—Appeals that occur in this category are joy, excitement and humour. The latter is one of the most popular techniques to enhance positive affect. Some data show that 42 percent of television commercials use some form of humour (Hoyer and MacInnis 1997). There are pros and cons for the use of humour in advertising. The advantages are that humour is likely to increase attention, recalling and also heighten the advertiser's credibility (Assael 1995). It also increases a positive attitude towards the advertisement and the brand (Hoyer and MacInnis 1997).

Warm—This kind of emotion is defined as "a positive, mild, short termed emotion involving physiological arousal and precipitated by experiencing directly or vicariously a love, family, or friendship relationship" (Aaker, Stayman and Hagerty 1986). One of the first studies of thewarmthconstructwas performed by Aaker, Stayman and Hagerty (1986). They found that warmth has a positive association with attitude toward the ad and purchase likelihood. Nevertheless, their results suggest that recall measures are not related to the use of a warmth appeal.

Negative—Frijda (1988) believes that "events that harm or threaten the individual's concerns lead to negative emotions; and emotions are elicited by novel or unexpected events" (Frijda 1988 p. 349). Murry and Dacin (1996) suggest that people are motivated to avoid or alleviate negative emotional states because the emotional feelings come from an event that damages a person's mental states. Therefore a negative emotion signals problems or risks that demand more cognitive processes to make a decision. This cognitive process increase indicates that a negative emotion fires off an analytical process to elucidate whether or not the event represents a risk to a person and the coping possibilities like fleeing or attacking.

The brands for which the advertisements are to be studied in this research project for determining the levels of their brand recall and the effectiveness of the advertising appeals used in their respective advertisements are Lux, Axe, Fair and Lovely. All the three brands belong to the personal care category of HUL.

All the three brands chosen differ in the basic theme and advertising appeal used in their advertisements. For instance, Lux has always leveraged the star power by using celebrities in its advertisements while Axe has always developed its ad campaigns based on sexual suggestiveness and sex appeals. The level of the brand recall enjoyed will help us to know the extent to which these brands have been successful in their advertising campaigns.

The further interpretation of these would finally be generating a conclusion regarding the effectiveness of the various advertising appeals used by the three brands and their individual components admired and accepted by the consumers and the ones that are not acceptable and hence discarded.

Objective of the Study

The primary objective of the study is to understand the dimensions of advertising appeal. The study is made to knowhow Global Brands are becoming successful in reaching more consumers through successful advertisements from different cultural background in India.

Methodology

The study is made by analysing different successful Advertisements aired in the year 2013.

Advertisement Campaign 1

Name of the Campaign/Ad: Cadbury Dairy Milk – Shubh Aarambh

Objective for this advertisement was to get consumers to eat more chocolate by creating new occasions for consumption. The Strategy for this Advertisement is Cadbury's strategy was to grow chocolate consumption by making it part of Indian *meetha* (sweet) consumption behaviour. By positioning themselves as *meetha* and an accompanient to celebrations, the most obvious *meetha* consumption moment in India the brand saw tremendous growths.

The challenge for the brand was how could Cadbury go beyond this is "*How do Cadbury integrate with the Indian meetha behaviour even more strongly beyond celebratory occasions?"* Analysis of culture codes of chocolate and *meetha* helped to uncover a new opportunity and a new occasion for chocolate consumption. The western culture code for chocolate is: Sin. Chocolate came to India from the west but the culture code for chocolate in India is different. In India chocolate had become '*meetha*' and to Indians, the significance of sweet or *meetha* runs beyond its physical and functional attributes.

In India sweet (*meetha*) performs a spiritual role. *Meetha* is offered to the gods, it allows us to connect with optimism. *Meetha* is associated with festivity, purity, and all things good and happy. The Indian culture code for sweet (*meetha*) hence chocolate is: Auspicious. This led us to the cultural insight: "Having something sweet before starting or doing anything new is considered auspicious and suggests that the outcome would be good". More like "Things that are begun on a sweet note have sweet endings".

Cadbury redefined the auspicious occasions – made it more contemporary, gave it a fresh perspective. These were not the conventional auspicious moments that India was generally used to. These were more modern and reflected the progressive young India. These real but non-obvious '*Shubhaarambh*' moments would expand the footprint beyond traditional occasions like beginning a journey, buying something new during Diwali or Navratri, house warming (moving into a new home), before exams etc…

And the idea of starting anything new on an auspicious note with CDM was conceived -

'Make a S*hubh Aarambh* with Cadbury Dairy Milk'.

While most of the past CDM campaigns like "Pappu*pass hogaya*" focussed on *meetha* after something good had happened – celebrations (post event), this uncovered a new *meetha* occasion, *meetha* before a new start (pre event). *Shubhaarambh* was an even bigger opportunity as inevitably the number of number of people anticipating success tends to be much higher than those who actually succeed. This ad is made for audience from all age groups and all ways of life.

Key cultural issues kept in mind while executing the ad: Real but non-obvious '*Shubhaarambh*' moments like a boy asking a girl out for the first time or a middle-aged sari-wearing lady stepping out in jeans for the first time, or a girl eloping with her boyfriend; all situations that one is likely to encounter these days anywhere in India. These allowed us to squeeze our way into tradition by transforming – making it contemporary.

Market and client feedback for this ad was, Forty-two per cent value growth and a 33 per cent volume over the previous year for a brand of its size is nothing short of spectacular. To put it in perspective, just the additional volumes from the campaign accounted for enough CDM bars to cover more than 2.5 times the Great Wall of China! The campaign was awarded the 'Global Marketing Excellence award' for best IMC within Kraft Foods and has also won accolades at all leading creative and effectiveness awards including Grand Prix at ABBYs, Gold at AME and APPIES.

Advertisement Appeals

Second TVC (Television commercial) for Cadbury Dairy Milk's 'ShubhAarambh'

This Commercial is aired in the year 2010 targeting the mid aged middle class people and their views on modern dressing and ideal belief of society. This commercial is set in a middle class housing society, and opens with a couple stepping out of their house. But all of a sudden, the wife hides behind the door. The husband looks at her in astonishment, to which the nervous wife replies that she cannot step out wearing jeans, as she's worried about the the neighbours and her mother-in-law would say. The husband offers her a cube of cadbury Dairy Milk and tells her that his mother would say, "Shubhkaamkarne se pehlemeethakhalo, kaamachahoga". The wife takes a bite of the cube and reluctantly smiles at him. The husband then points towards the exit and she timidly steps out with him. Just then, a young neighbour notices her and says "ArreWaah! Jeans!" The commercial ends with the woman receiving the compliment with some degree of confidence and pride. The VO (Voice Over) then states, "ShubhAarambh. KuchMeethaHoJaye."

The Cultural appeal towards this advertisement is breaking the mindset of middle aged men and women from middle class families with respect to wearing modern dresses like jeans. In India the normal perspective is women should ware salwar and sarees especially from middle class families. This ad reminds that cultural mindset and encourages to change that mindset for the first time with Sweet i.e Cadbury's chocolate.

Creative agency: Ogilvy & Mather India

Creative team:

National Creative Director: AbhijitAvasthi

Copy:

Creative Director: Manoj Shetty

Senior Copywriter: MihirDhairyawan

Art:

Senior Creative Director: Vijay Sawant

Creative Controller: Sameer Thakor

Planning team:Country Head - Discovery and Planning: MadhukarSabnavis

President: KawalShoor

Planning Director: GanapathyBalagopalan

Client Servicing:SonaliSehgal, Kaustubh Mahajan and NidhiDangayach

Production House: Foot Candles Film Pvt. Ltd

Director: Vinil Mathew

Advertisment Campaign 2

The new Idea TVC on Rakshabandhan
Click here to play

This ad is made by Low Lintas and Parters for Idea Cellular which went on air on 7th August 2013.

The advertisement promotes Idea nework through RakshaBandha Celebrations by giving message that even a stranger can become brother by tying Rakhi and in a country like India where there is a wide gap between police and civilians, this advertisement tries to bridge this Gap. Here in this ad Idea Cellular uses Indian sentiments and cultural values like gentlemen addressing a strange girl as sister (behenji) and strange girl tying Rakhi to that stranger who is a policemen. "Normally one associates the festival with a sister tying a rakhi on her brother's wrist and he makes a promise to protect her. So the admakers decided to give this idea a spin in this advertisement which was a huge success in India.

The story of the ad

young woman on a bike stops by a policeman to ask for directions. He addresses her as sister (*behenji*) and guides her. On hearing 'sister', she checks his wrist to see that he isn't wearing a 'rakhi' and asks him why. He replies that he has been on duty since morning. She takes a rakhi, ties it on his wrist and wishes him 'Happy RakshaBandhan.' He gets emotional and says that he has nothing to gift her. He insists that she take his number and reach out if she ever has a problem. A voice over signs off saying, "*Public aur police ka beech bandhan - ekaccha Idea*" (A bond between public and the police, is a good idea).

The police works very hard for safeguarding the society and citizens. So we developed a story where we have a young girl located in city and she is lost. She approaches the policeman for help. She then decides to tie a rakhi on his wrist as a gesture of thanking him for the service provided. The idea was to bring a lot more trust in the equation between the citizens and the police,"

Client: Idea Cellular

Headquartered: Mumbai, India

Industry: Tellecommunication

Creative agency: Lowe Lintas and Partners

Creative team: ArunIyer, AshwinVarkey, JaywantDabholkar, Subodh Menon, Sarfaraz Siddiqui

Planning: S Subramanyeswar, Sridevi Nair, SayanSom

Business: Raj Gupta, Satish Ramanathan, Sachin Pandirkar, SheetalGanju, Joydeep Mukherjee

Production house: Lintas Productions

Director (film): Rahul Sengupta

Advertisement 3

The ad struck a cultural chord with Indians and Pakistanis.

Google ad "Reunion" portrays two childhood friends, now elderly men, who haven't seen each other since they were separated by the 1947 partition that created India and Pakistan from the old British empire in South Asia. Partition sparked a mass exodus as millions of Muslims and Hindus fled across the new borders amid religious violence.

In the Google ad, one of the men reminisces to his granddaughter about his happy childhood in Lahore and how he used to steal sweets from a shop with his best friend, who the ad implies is Muslim. His granddaughter uses the search engine to track down the childhood friend in the Pakistani city. Then, with the help of the Pakistani man's grandson (and naturally, Google), she arranges a journey to New Delhi for a surprise reunion. AbhijitAvasthi, head of the Ogilvy India team that developed the ad, said the fact that partition evokes strong feelings among Indians and Pakistanis is one of the reasons the idea was chosen.

The Advertisement apart from above said ideals it also communicated friendship between two different religion, technology influence in enhancing and bridging cultural values, youngsters responsibility towards elders in the family and also bringing happiness to elders.

Hence it can be said it is whole package advertisement to not only one country but for whole world.This Advertisement can be one of the best example of multifaceted values of ads in today's world and moral responsibility of Ad makers towards society.

Client: Idea Cellular

Headquartered: Mumbai, India

Industry: Tellecommunication

Creative agency: Ogilvy & Mather India

Director (film): Amit Sharma

Production: Chrome Pictures

Product: Google Search

Running time: 212 seconds (3.32)

Release date: November 15, 2013

Tanishq'sremarriageAdvertisement

Popular jewellery brand Tanishq is remembered for its pleasing advertisements but the brand memerized this time around with its new advertisment. While most of the ad makers still are obsessed with fair skin, Tanishq's new ad tries to break the social norms and shows a dusky bride with a daughter who is all set to remarry, henceforth it achieved a milestone by sending a message to Indians that second marriage for women is as equal to first marriage and it should be celebrated with the family. The groom carrying the bride's daughter while performing marriage ceremony also indicated today's generation changed mindset which will be a inspiration for every youngsters and divorsed women.

Clad in the exquisite jewellery, the ad shows the bride getting ready for her marriage.For a nation obsessed with fair skin, this ad shows the leading lady as a dusky woman. Hence breaking the social norms which was set until. Here in this ad the lady spots the young girl standing at the door and asks her to come inside. The bride adjusts the jewellery on the girl's forhead by pampering her. They walked into the wedding mandap and girl sits along with bride's parents. The bride and groom start walking around the fire as it is a part of marriage ceremony in Hindu Culture and the girl ask the bride addressing her as mother that she also wants to accompany her for the 'pheras'. The bride hushes her up and continues walking but the groom lifts her in his arms and the three continue with the pheras. The ad ends with the girl asking the growing if she can address him as father.

Ad Agency: Lowe Lintas

Client: Tanisque

Directed by: GauriShinde

Conclusion

We would like to conclude this study by stating that majority of the local and global brands use more Cultural chord to connect with Consumers through Television Advertisements. This achieved by using right mix of Advertising appeals like emotional appeal and also by raising societal issues like second marriage for women, middle class females dressing code, etc. By using culture chord the global and local brands in India are being successful in impressing consumers by drawing their attention and thereby increasing more consumers and brand value. These kinds of ads are a mere like a short film which gives a complete story and a strong message to the audience towards social transformation for the wellbeing of the human race in total.

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Case Study

9 Globalization and Cross Culture: Issues and Challenges in IT Sector: A Case study on Infosys Technologies

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Abstract

The term 'Globalization' has been used to describe and explain many worldwide phenomena. As per Social theorist, the process of globalization is a series of "flows" consisting of ideas, finances, political beliefs and people moving around the world in unprecedented speed and volume. As the world becomes increasingly interconnected, different cultures and their particular values come into closer contact. With the opening of the world economy the need for understanding the cross cultural issues in human resources practices are essential for organizational integration, worker commitment, workplace flexibility, efficiency, innovation and quality. Today the IT industry is of global in nature with diverse workforce facing lot of challenges and issues. This paper attempts to analyze the various issues connected with globalization and cross culture with specific reference to Indian IT Sector.

Key words*:* Globalization, Cross cultural issues, Organizational integration, diversity and HR practices.

Introduction

In today's globalized economy Mergers and Acquisitions (M&A) have become one of the strategies for the business growth and expansion. The reasons for such M&A may be for accessing new markets, maintaining growth or developing new products or improving margins or taking on global competitions

The term 'Globalization' has been used to describe and explain many worldwide phenomena. As *per Social theorist, the globalization process is described as a* series of "flows" consisting of ideas, finances, political beliefs and people moving around the world in unprecedented speed and volume.

As the world becomes increasingly interconnected, different cultures and their particular values come into closer contact. With the opening of the world economy the need for understanding the cross cultural issues in human resources practices are essential for organizational integration, worker commitment, workplace flexibility, efficiency, innovation and quality.

Evolution of HRM

Human resource is the most valuable asset of an organization [Kleynhans 2006]. Employees are vital for the effective functioning of an organization. Before two to three decades ago, HRM was mainly meant to conduct company picnics, retirement parties, scheduling vacations etc. This has changed to a very large extent and today it has become the critical function which could contribute in enhancing employee productivity [Decenzo 2009]. Human resource management has undergone sea change from purely welfare approach to strategic approach.

Globalized organizations have come up with strategies to manage the complex system spreading over cross countries and have designed Human Resource Management procedures and policies in order to ensure effective utilization of human talent. HRM must be seen under a global perspective and placed in a wider business context in order to meet the upcoming needs.

More over productive and innovative people, to work in flexible environment are vital for the success of the organization. Also the management of the company should be able to cope with multicultural conditions. Culture occupies a prominent place in the successful conduct of international business and international HRM**.** Countries differ in many perspectives like history, values, beliefs, language and even laws which could provide a unique identity to a country. But all this can be under a single name as 'culture'.

Globalization has demanded the employees to work on international assignments. The human resource management faces some fundamental challenges in the international business context. They can be both general and specific to manage the company in globalized environment and in multiple countries with local work force first and foremost we require a set of governing procedures and cross cultural training. A large amount of research has been conducted by eminent scientists in the field of cross cultural training.

Issues and challenges

The issues and challenges of multicultural environment can be classified in the following heads:

Job Expectations

Fitting the characteristics of employee with the Job

Corporate Governance

Selection and Training.

Varied Job Expectations

The HRM policies and practices in multi-national companies will be having a major impact on their employee morale and future career, which is mainly a large portion of their employees come from outside the home country. So the employees from the host country and the expatriates have varied job expectations. Thus it is the duty of the management to devise the policies in such a way that which could satisfy both employers and employee**.** Hence it's not exaggerating to say that the global success of almost every company depends upon the policies and procedures implemented by its HR department.

Fitting Expatriate Employee

Expatriate management is a major issue of most multi-national companies. Measuring the performance expatriates is difficult and the most *expensive.* The primary task ahead of most expatriate researches is to find a fit between environmental demands and the characteristics of expatriate employees during an overseas assignment.

Corporate Governance

Cultural disparities are the most challenging task for corporate governance. Multi-national companies face cut-throat competition with their rivals on the competencies and talents of their human capital. The employees of these organizations thus have to work across their national borders on many cross-national job assignments. Such international assignments can be quite challenging for these individuals as they are outside their comfort zones.

Selection and Training

Among the two specific HR functions that promote cross-cultural effectiveness among expatriates are selection, training and development. Cross cultural management emerged after the second world-war when the multinational companies started to be interested in effective management of their workforce in other countries. Cross-cultural management can be viewed as the application of knowledge about cultures in the practice of international management.

For working as an expatriate, an individual must possess some skills that would influence his work performance over there. A skill is defined as the ability to perform the task which is related to functional goal of the organization. The cross-cultural management skills would equip an individual to cope with cultural challenges that could be faced when working on an international assignment.

Strategies for managing cultural differences

How the companies manage the different cultures in their organization?

Companies follow different strategies to manage the cultural differences. **Adler (1997**) has identified three strategies for managing cultural differences.

- Ignore cultural differences - Managers do not recognize cultural differences or its impact on the organization. (Ethno **Centric organization)**

- Minimize cultural differences (P**arochial type of organizations**): Such type of organizations tries either to select a culturally homogenous workforce or to attempt to socialize all employees into the behavior patterns of the dominant culture.

- Manage cultural differences (**Synergistic Approach)**: Managers using synergistic approach believe that "our way and their way of behaving and managing differ, but neither is superior to the other". Creative combinations of our way and their way may be the best approach to organizing and managing. By adopting synergistic approach, managers and employees minimize potential problems by managing the impacts of cultural diversity, not by attempting to minimize the diversity itself.

Indian IT Sector

Today the IT industry is of global in nature with diverse workforce facing lot of challenges and issues. India's software sector presents the case of an internationally competitive high-tech industry in the context of a rapidly developing economy. India's exports of software services accounted for US$128 million in 1990-91which increased to $8.3 billion in 2001, $18.3 billion in the year 2010-11 and $21.4 billion in the year 2011-12 (RBI). The industry exports of services, which started at the low end of data feeding and onsite projects in the early and mid-1980s, moved up the quality ladder to encompass offshore development, niche products, and software consultancy services by the beginning of the millennium. Almost all the major US and European Information Technology (IT) firms have set up software development and R&D Centers in India, especially in Bangalore. The competitiveness of the industry is generally attributed to the low cost of scientific and engineering manpower coupled with strong English language skills. The industry has been able to achieve export competitiveness without a domestic market base and despite inefficient input industries and infrastructure. With its colonial heritage, India has legislative and financial systems that tend to fall within the comfort zones of the West, a large workforce who are conversant with the English language, and an independent media. The caste system, British colonization and post independent socialism, have been influential forces in shaping India till the time of liberalization in the 1990s. Against this background is the tension emanating from the opening up of the economy where competence is slowly gaining ground against the commitment to caste relationships, and a super competitive environment is resulting in more transparency, less bureaucracy and a move towards professionalism.

With the unique social, cultural, political, legal and economic surroundings of India, the management of human resources in Indian context is challenging due to its complex and demanding nature. However, starting from 1990's the Indian economy has responded favorably to various reforms and India has emerged one of the strongest markets world over.

Case analysis of Infosys

Growth of Infosys

Infosys Technologies is one of the few Indian companies that changed the way the world looks at India. It is now perceived as an economic giant to reckon with, bursting with brilliant software engineers and ambitious entrepreneurs. Infosys is a global leader in consulting, technology and outsourcing solutions. As a proven partner focused on building tomorrow's enterprise, Infosys enables clients in more than 30 countries to outperform the competition and stay ahead of the innovation curve. With US$7.906bn in LTM Q2 FY14* revenues and around 1, 50,000 employees, Infosys provides enterprises with strategic insights on what lies ahead.

The company has nearly 150,000 employees spread across 77 cities and 32 countries. The work force consists of employees of 89 nationalities. The company has 34.7% woman employees as a part of total workforce. Talent diversity is the key for propelling growth of Infosys. Infosys has a growing global presence worldwide, across 73 offices and 94 development centers in the United States, India, China, Australia, Japan, Middle East, and Europe

In 1981, seven engineers started Infosys Limited with just US$250*. The idea of Infosys was born on a morning in January 1981. That fateful day, N R Narayana Murthy and six software engineers sat in his apartment debating how they could create a company to write software codes. Six months later, Infosys was registered as a private limited company on July 2, 1981. Infosys co-founder N S Raghavan's house in Matunga, North-central Mumbai, was its registered office. It was then known as Infosys Consultants Pvt Ltd. Over the period Infosys has grown manifold.

From the Table 1 given in annexure it is observed that the Revenue has grown from $4804 million (2009) to $6994 million (2011) over the three years (2009-2012). The average growth of PBT is 14.3% Revenue 21.7% and the market Cap 20.5%

Infosys and diverse culture

The company has nearly 150,000 employees spread across 77 cities and 32 countries. The work force consists of employees of 89 nationalities. The company has 34.7% woman employees as a part of total workforce. Talent diversity is the key for propelling growth of Infosys. [Annexure 1: Table 2 and 3]. Infosys has a growing global presence worldwide, across 73 offices and 94 development centers in the United States, India, China, Australia, Japan, Middle East, and Europe.

At Infosys, responsibilities also extend beyond business. That's why the company established the 'Infosys Foundation' to provide assistance to some of the most socially and economically depressed sectors of the communities.

Such Diverse and Multicultural work force create greater challenge and issues. Infosys addresses these issues and challenges by-

a) Adopting good HR practices, through good governance, HR practices and career options.

b) By building employee talents through 'Build my talent' programs

c) Create inclusivity across Global community of employees through communication and smarter interface. To employee satisfaction and productivity.

d) Energizing leadership by building and training senor leadership in strategic focus areas, business transformation, product innovation and out sourcing, equip to lead and manage workforce.

e) Build and implement frame work for greater agility in decision making and enhancing efficiencies.

f) Infosys has developed grievance mechanisms to tackle issues related to employee grievances and work force harassment and other issues[See Annexure Table 4]

g) Employee resource group: Infosys works towards increasing 'Employee motivation' and their ability to collaborate, and innovate with internal and external stakeholders to have positive business success through inclusivity and diversity programmes. Some of the programmes on cross cultural which educates employees about the values and cultural ethos practiced at a specific Infosys locale, this is done through innovative and common campaign channelized through live events, intranet, corporate T V Channel, Mailers and posters are used. Most recent assimilation program was done for Switzerland and Germany.

h) Training and development:

Infosys designs training programmes towards enhancing the skill levels of its employees. The following table shows number of employees undergone with different training programmes.

Program	2011-12	2010-11	2009-10
Technical	604490	104,715	163971
Soft skill	133961	36525	55528
Project management	2556	2274	2754
Participation in person days	2011-12	2010-11	2009-10
Technical	1,856,550	1,652,016	3,29,617
Soft skill	1,15,540	36,440	37,270
Project management	4,132	4,131	3,679

Source: Infosys sustainability report 2011-12

The cross cultural training that is conducted in Infosys includes training for the following.

- Cultural acclimatization and Understanding.
- Client business and organization overview.
- Technical processes and systems specific to the client.
- Creating proper interactions with the client.

  Apart for the training provided to the employees Infosys also has a communication mechanism that enables its business and strategic partners to:

- Understand the exterior and Trans-country processes
- Understand their business and offshore associates
- Work upon the various skills and continuous improvement of strategies.

Work life balance: Infosys through its HR policies supports work life balance and inclusivity. Some of the measures under its HR policies are as below.

- Paid maternity leave
- Extended maternity leave
- One year child care sabbatical
- Paternity leave
- Part time flexi hours
- Sabbatical for volunteer work/Higher education
- Work option from satellite offices.

Systems for health assessment and life cycle enrichment: The health assessment and life cycle enrichment (HALE)-Initiative focuses on adding values by optimizing their Health, Quality of life and Work environment.

Anti - tobacco campaign to change employees and quit smoking, program is organized across campuses.

HALE-safety weeks are conducted

HALE- diabetic camp is conducted. Chat sessions are arranged with endocrinologists. Employees share their health concerns.ala

HALE-Health weeks; with focus on cardiology, ergonomics and fitness, ophthalmology, dermatology and nutrition areas. Over 68,200 employees participated in on line chat sessions with medical experts.

Promoting community empathy: Infosys provides a platform through which employees can express their concern for society and environment. It advocates for individual corporate social responsibility. Decentralizing corporate social responsibility makes employees feel more empowered and makes activity localized and leads to employee satisfaction. Employees can contribute their personal time and money to projects of their choices. Sabbatical opportunity is created to provide employees with a platform for their personal aspirations related to social service can be addressed. Sabbatical policy makes it possible for employees to get involved in community development projects while receiving monetary support from company and the choice to come back to normal work schedules on successful completion of projects in a time frame of 6 months to one year.

Conclusion

Globalization is linked to the growth of social and cultural interconnectedness and embraces geographical and political boundaries. Cross cultural diversity with globalization opens lot of opportunities for development by introducing and establishing cross cultural values among employees of the company. Due to the increasing complexities in personal and workplace managing human resources has become a challenging task. Globalization and workforce are the order of the day, those organizations which recognize global movement of workforce as positive phenomena will benefit. Hence, it becomes imperative to organizations world over to keep in mind these cross cultural issues and challenges, if they want to remain globally competitive. Global companies must develop long term intervention strategies by giving equal opportunities to workforce. They have to embrace flexibility, understanding, acceptance, and adapt to local ground realities.

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Website

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2. www.infosys.com

Annexure

Table 1 Financial performance of Infosys

Financial Determinants	2009	2010	2011	Average
NP	1313	1499	1716	Growth %
PBT	1669	2046	2410	14.315
M Cap	33747	41625	32349	20.515
Revenue	4804	6091	6994	21.17

Source: Infosys sustainability report 2011-12(Figures are in US Million dollars)

Table 2: Age wise distribution of Employees

Age wise	2012				2011				2010			
	Male	**Female**	**Total**	**Female %**	**Male**	**Female**	**Total**	**Female %**	**Male**	**Female**	**Total**	**Female %**
<30	71508	45460	116,968	38.87	61217	37693	98910	38.11	58540	33889	92429	36.66
31-50	25681	6537	32218	20.29	24893	6405	31298	20.46	16916	4025	20941	19.22
>50	653	155	808	19.18	494	118	612	19.28	334	92	426	21.6
Total	**97,842**	**52,152**	**149,994**	**34.77**	**86,604**	**44,216**	**130,820**	**33.8**	**75,790**	**38,006**	**113,796**	**33.4**

Source: Infosys sustainability report 2011-12

Table 3: Role wise distribution of employees in Infosys

Level/role	2012			2011			2010		
wise	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
Associate	45994	34237	80231	41789	29240	71020	39473	26831	66304
Middle	35357	15325	50682	30290	12860	43150	22961	9198	32159
Senior	16068	2560	18628	14148	2095	16243	13065	1956	15021
Top	423	30	453	377	21	398	291	21	312
Total	**97,842**	**52,152**	**149,994**	**86,604**	**44,216**	**130,820**	**75,790**	**38,006**	**113,796**

Source: Infosys sustainability report

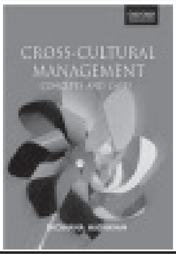
Table 4: Employee Grievance

Employee concerns & grievances	No of issues raised
Work place Harassment	15
Workplace concerns	173
Other issues	41
Total issues reported	229
No of issues rejected	28
No of issues resolved	201

Source: Infosys sustainability report

Case Study

10 Cross-Cultural Management: Concepts & Cases- Shobhana Madhavan



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Introduction

With globalization being the talk of the day, we realize that the businesses have evolved themselves to obliterate the boundaries across the countries and bring their human resources under one culture. To integrate the people it is required for the businesses and individuals involved to manage diversified culture. This in itself calls for understanding cross-cultures.

About the Author

Author, Shobhana Madhavan is an Associate Professor at Amrita School of Business, Amrita Vishwa Vidyapeetham, Coimbatore, who is extremely passionate about cross-cultural management.

About the book

The book under review published by Oxford University Press is a guide for all the business and entrepreneurs, academicians and students who wish to go global and intend to make their business successful at international levels.

The book encompasses various issues to be considered while dealing with the diversified cultures. It gives the readers the basic understanding of what culture is and how important it is for businesses today to analyze as they are operating in a cross-cultural world. The author explains how crucial is cross-culture management in international business and an on-going debate on convergence or divergence of cultures is being examined.

The author throws some light on the different dimensions of the culture like national culture which again interacts with many spheres like corporate culture, industry culture, functional and professional culture along with the societal culture using international frameworks developed by the experts. India being diverse in itself it becomes interesting to read the observations of the author on Indian diverse culture interacting with various other cultures.

As we go further with the book, it describes the importance of communication in culture. It seeks answers for how barriers for cross-cultural understanding can be flounced away with the help of communication. It also analyses how important are language and culture when one deals with the international markets. The author makes it understand with the help of various examples, as to how improper communication and language can make or mar business at global markets.

The book discusses the influence of history, geography and politics on culture and marketing. Also the importance of culture in the marketing mix and the entire marketing process are enunciated. Further, a negotiation framework with multiple variables for understanding cross-cultural negotiations is given by enumerated how the 'negotiating styles' differ with different countries and their culture.

The author tries to draw the attention on the various motivational and leadership theories presented across the works like the Maslow's theory, the expectancy model and the equity theory which are the outcomes of the culture and the influence of the culture on their practice.

Cultural Dimensions of HRM, in the book, brings out the complexity of international HRM, issues like recruitment, selection, induction, training, compensation, performance management, and labor relations are discussed in detail with various examples like the case of Bharat Forge, VSNL, TCS and Crompton Greaves.

The book also enlightens the readers about the various issues and challenges involved in managing global teams and global virtual teams and the strategies adopted- both task and process strategies have been discussed at length.

A special mention has to be made regarding the international assignments and Expatriate management discussed in the book. An overview of expatriate and their management, the reasons for their failure has been done in the book by explaining about the 'class of expatriates in Saudi Arabia'. The book also elaborates on repatriation, foreign assignments, and Dual-couple careers- the complications and the implications and the role of women as International managers speaks of how women are perceived in different countries.

The last part of the book indulges in what it takes to be a global manager. It outlines the ways in cross-cultural management can be undertaken by larger and smaller organizations by being ethical. The book also illustrates the various ethical dilemmas which a global manager may face in different countries.

Conclusion

Thus this book is an exhaustive guide for practicing cross-cultural management for teams and human resources. It is a valuable contribution to the world of globalization and International HRM where researchers and academicians are trying unlock the mystery of managing varied people with diverse culture; this book comes up as a step towards the key.

Call for Papers

AMBER - ABBS Management, Business and Entrepreneurship Review is a referred journal of Acharya Bangalore B School (ABBS), Bangalore, India (ISSN:0976-3341).

The Theme of the forthcoming issue is "Business History of Karnataka (Connecting Tomorrow with Yesterday)". Future of Business, Commerce, Industry and Economic Development have roots in the past. Understanding the historical development of business in our country over the years provides insight about the challenges and opportunities faced by the business organizations. As a first step the coming issue would focuses on the Business History of Karnataka. This effort is to connect The future with the past.

The Important guidelines for authors are as follows:

1. The article or case study shall be original and empirical using specialized concepts, research methodology highlighting key insights and managerial implications.
2. The submission must be in MS Word 2003.
3. Name of the Author, Designation and Affiliation, and contact e – mail ID must be provided in the first page.
4. The second page must contain the abstract and key words. Ensure that the abstract is not more than 150 words. Abstract should be in fully justified and italicized text. The abstract should elaborate research background and methodology. Maximum 4 – 6 key words, listed alphabetically, separated by commas, and full stop at the end.
5. The third page must contain the title and the body of the article must start here.
6. The body of the article must be center – justified and the entire article must be of font size 10 in Times New Roman font except for headings. The title must be boldfaced with 14 font size in title case. Each of the subheadings must be of font size 12, boldfaced and in Title Case. Section headings can be of font size 10 and boldfaced in title case.
7. The spacing between the lines must be 1.5 and a spacing of 10 points between paragraphs must be given. There must be no tab for the first sentence of every paragraph.
8. All tables must be numbered and must be placed inside the body of text where relevant. The table headings must be placed above the table and be of font size 10 and boldfaced in title case and centered: **Table A: Exports from Karnataka State**. The source of the table data must be given at the bottom of the table in the same font and size as that of the text.
9. All figures must be numbered and must be placed inside the body of text where relevant. The figure headings must be placed above the figure and be of font size of 10 and boldfaced in tile case and centered: **Figure 1: Phases of Economic Development in Karnataka State**. The source of the table data must be given at the bottom of the table in the same font and size as that of the body of the text.
10. Foot notes must be placed on the same page of the main text to which they correspond.
11. Annexures must be numbered and must follow immediately after the body of the text.

12. The body of the text must contain references as follows (WTO,2012) i.e., last name / surname of the author and year.

13. All references have to be arranged in alphabetical order and must be numbered except those of internet sources. The internet sources must be placed after other references and must be separately numbered.

14. The references must be presented as follows:

    For books, reports, manuscripts and unpublished volumes:

    Toffler, A. (1980), the Third Wave: The Classic Study of Tomorrow, Bantam Books, New York, pp 195 – 207.

    For Journals and other periodicals:

    Venkatesha, H.R. (2008), "Dealers' Performance and Customers' Preference in Passenger Car Marketing", Vilakshan, Vol 5, No. 6, pp 222-235.

    For internet sources, web site addresses must be alphabetically arranged and numbered at the end of the reference section.

15. Authors have to submit two hard copies and one soft copy.

16. Hard copies shall be sent to the below address.

    Deadline for the submission of the full paper is April, 30, 2014.