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Cross-Cultural Management: In case of Germans and Indians working at BOSCH Ltd., Bangalore, India

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Abstract

Title: Cross-Cultural Management: In case of Germans and Indians working at BOSCH Ltd., Bangalore, India
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Aim: This study investigates what cultural difference exists between India and Germany and how cross-cultural management is addressed in the German company BOSCH in India.

Methodology: A qualitative method is used in this research study. The Study is conducted by assessing different kinds of primary and secondary data. The questionnaire was the main source of primary data. 18 Indian employees and 2 German managers that work in the German BOSCH company located in Bangalore, India have filled out the Questionnaire. Few interviews via Skype have been conducted for further clarification. The secondary sources used were company websites, archives, previous studies on similar subject matter, and country profiles of Germany and India.

Result & Conclusions: Through interviews with the Indian and German employees and going over previously written literature on Culture,Cultural dimensions,Cross Cultural management and Cross cultural team, analyzing the empirical findings with the literature reviews,the author of this study have come to the conclusion that there is a siginfican cultural diffrence between India and Germany. And a tailored Cross-cultural management must be designed to address the cultural difference that are observed. By doing so BOSCH can achive retaining of employees, manage frustration of German managers and accelerate innovation.

Suggestions for Future Research: Business are being done globally and remote working is becoming a trend. Managing a Cross cultural team working remotely can be challenging. There is a gap in studies about how culture affects people's communication while working remotely and how it affects performance. Such a study can be helpful by providing insight on how Cross-cultural team working remotely should be managed.

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Keywords: Culture, Cross-cultural management, Cultural dimensions, Individuality, Cross-cultural teams

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1 Introduction

In this section, the Study's background is presented to explain the Study's Importance and what is known so far about the topic. Problem formulation, the research questions, and the aim of the study is also included in this section

1.1 Background

Companies are doing business globally more now than ever, this has raised the need to understand cultural difference and how to address it. (Abraha and Mukhtar,2014) have stated that "Cultural preparation" or understanding different cultures, how it influences people's behavior, and what comprehensive cross-cultural management approach should be used is vital for a cross-cultural team to be successful.

Different studies have shown that individuals' working culture directly relates to the value the society they belong to has. The value of a society is believed to be greatly influenced by the national culture, for example. Hofstede defined national culture as a collective programming of the mind, which distinguishes members of one human group from those of another (Hofstede, 1980, 2001). He has explained why he has labeled it collective, because it is shared by people who live together in the small social environment. He believed that culture is learned, not inherited (Hofstede, 2006). He also expresses it as "it derives from one's social environment, not from one's genes." Hofstede has put certain points as to how culture manifests itself: symbols, heroes, rituals, and values.

Trompenaars explains the difference of culture in every society raise difference in how the members of certain culture view the world, how they process data or information, what the conception of time is, how individuals care about their networks or relationships, how subordinates and managers conduct their daily tasks (Trompenaars, 1994). In another study, Trompenaars and Hampden-Turner have observed that people from different countries are not just different, but their difference is very specific, and it has a pattern. They found a pattern in a different way of thinking, values, beliefs, and difference in preference. They Concluded that people from different culture differ in what they think in terms of the following seven dimension (Trompenaars &Turner 1997): Universalism vs. particularism, Individualism vs. communitarianism, Specific vs. Diffuse, Neutral vs. affective Achievements vs. ascription, Sequential time vs. synchronous time, Internal direction vs. external direction

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In her book “The culture solution” Mendez, has given a great example about a man named Peter who is portrayed as a top-performing employee in a US-based international company. Peter is described as successful in his business dealings and negotiations. Her introduction of the book begins by discussing how Peter’s three business trips to Brazil, Korea, and Germany to pitch in a new product went. Peter read books on the countries' cultural dos and don’ts, but he did not seal any negotiation or get contracts in any of the nations. In Brazil, he and his counterparts had an extended tour of the company and elaborated dining and did significantly less with the business negotiation. In Germany, even though peter arrived with presentations and about the new Product and his company’s innovative features, his German counterparts were more concerned about the service agreement than the Product. Two people from the team actually requested an annual report from his employer annotating his Company’s maturity (Mendez, 2019). Mendez comes up with eight cultural dimensions Clarity, Emotion, Status, Involvement, Collaboration, Authority, Action, Organization.

Therefore, misunderstanding and mishandling cultural differences might mean an inability to keep and motivate employees, failure to build sustainable sources of competitive advantage, and being unable to blend with the host country in general. Harrison and Bell (1998) emphasize that Cultural similarity in team cohesion is positive, while that of a big cultural value gap on a group cohesion is negative. However, researchers have studied with a proper Cross-cultural management approach, differences in the culture can lead to innovative business practices, faster and better learning within the organization, and sustainable sources of competitive advantage (Hoecklin, 1996).

1.2 Problematization and motivation of study

The rise of globalization has forced companies to do business internationally. As Savvas (2001) states, Organizations are no longer evolving within the confines of a national setting. They must operate in a more and more internationalized context (Savvas et al., 2001). International workforce means teams of Individuals from different cultural background, This team of people from the diverse cultural background are what we call Cross-Cultural teams.

Managing a cross-cultural team can be very challenging as it means people from different cultures perceive things differently, their perception of time, their communication style, their motivating factor, their values, and their outlook on Authority (Beamer,1995 P 141).

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Proper Cross-Cultural management is crucial in overcoming the above obstacles and create a successful team. Cross-cultural management is the combination of knowledge, insights, and skills which are necessary for adequately dealing with national and regional cultures and differences between cultures within and between organizations (W.Burggraaf, 1999).

Even though there are numerous studies on Cross-cultural management, there is no one study that dives deep into every individual country or a combination of countries. While preparing to do this Study, the author was researching if there is a study that was made on comparing Germany and India. There were only a few, and they were mostly done by using Hofstede's cultural dimensions only. Therefore this study will attempt to show the Cultural difference between Germany and India explained in terms of not only Hofesteds dimensions but Trompenaars and Mendez.

The rise of doing business globally makes appropriate Cross-cultural management essential, and managers need some guidelines to manage a cross-cultural team and address cultural differences. Vielba has summarized this as managers working beyond national borders need frameworks to assist them in interacting with their counterparts from diverse cultures (Vielba, 1995). This study will also assess what models of Cross-cultural management are available and Investigate what fits BOSCH in India better.

1.3 Aim, research questions, and limitations

This study has limitations, and here are some of them: It is a qualitative study that is done on one company, BOSCH Ltd., in India Banglore. In addition, the sample size of the questionnaire respondents was only 20. The method used was a questionnaire and phone call. The above reasons limit the scope of the Study as Information might not be communicated thoroughly and clearly. The sample size also makes it difficult to decide if the responses from the participants are shared by all employees, both from the Indians and the Germans.

The aim of the study is to investigate the cultural difference between Germany and India and to demonstrate how Cultural differences were addressed at German BOSCH in India.

This study will address the following research questions:

1. Are there cultural differences between India and Germany
2. How does national culture affect an individual's performance at the workplace?
3. How should companies prepare to successfully manage a cross-cultural team?

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1.4 Disposition

The first part of this Study is the Introduction. In this chapter, the background of the study is presented, the selected field of Study is motivated. The purpose, the limitation, and the research questions are also presented.

The second chapter is the Literature review. In this section, theoretical background related to the selected field of study are presented. This chapter is subdivided into different headlines and sub-headlines to clarify each concept and related Ideas. The concepts are (culture, cross-cultural teams, cross-cultural management, Cultural dimensions). The third section of the Study explains the Methodology, how the Study was conducted. The details of each method are explained in detail in this section. The fourth chapter is the Empirical finding, the Empirical finding is Presented as company profile and Country (German and India) Profile, and the response of the questionnaire is presented. The fifth section is the discussion and analysis, where the empirical finding is discussed against the Theoretical background. In the end, the sixth chapter presents the conclusion, which consists of the answers to the research question and the porpoise of the Study. This section also consists of future research recommendation, practical and theoretical contributions

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2 Literature Review

In this chapter, different literatures that are relevant to the study on Culture, Cultural dimensions, Cross-cultural teams, Cross-Cultural management approaches are presented.

2.1 What is culture

When we think of culture, some of us think of colorful celebrations of events or clothing and dances or carnivals. However, culture means a lot more than that, and it defines the basic being of a nation or even an individual and his or her activities. Many researchers have given wide explanations of culture from different aspects. Sociologists define culture in two aspects: Material culture and Non-material culture. They define Material culture as physical entities that can be touched as churches, mosques, Instruments, Attires, while non-material Culture includes nonphysical concepts that people have about their culture, including their faiths, beliefs, rituals, Norms, language, Institutions, Ethics, morals and many more that are not physical entities (Clifenote, 2020). Sathe has defined culture as the set of important assumptions (often unstated) that members of a community share in common (Sathe, 1985). House and his colleagues define Culture as a distinct environment of a community about which members share meaning and values (House et al., 1997). Schein has defined culture as a pattern of shared basic assumption that society has learned in the process of solving their problems, and what has been proved to workout, pass onto new members of the society as the correct or acceptable way to think, act, react, perceive and feel in relation to these problems (Schein, 1999). Discussing the importance of culture, Fletcher has also stated that Culture is one of the important variables in creating networks and relationships (Fletcher, 2004). Deal and Kennedy have also placed culture as a way of doing things, more specifically" the way we do things around here" (Deal and Kennedy, 1982).

Trompenaar explains the difference of culture in every society raise difference in how the members of certain culture view the world, how they process data or information, what the conception of time is, how individuals care about their networks or relationships, how subordinates and managers conduct their daily tasks (Trompenaars, 1994). This shows how every member of the society is the product of its culture, and the behaviors are influenced by culture. Trompenaars' view is one of the most significant in defining how we view culture today and how it influences people's day today encounter. The literature below also shares the above definitions but in their own different ways. For example

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Trompenaars, explain that difference of culture in every society raise difference in how the members of certain culture view the world, how they process data or information, what the conception of time is, how individuals care about their networks or relationships, how subordinates, managers and business people conduct their daily plans. This shows how every member of the society is the product of its culture, and the behaviors are influenced by culture (Trompenaars, 1994). According to Deirdre, the term "culture" is problematic on many levels, and the way it is used is evolving. "Culture is a system of shared values and practices learned through social interaction that shapes people's beliefs, attitudes, expectations, and actions. All of us participate in cultural groups that share values and practices. Cultural values shape our beliefs, attitudes, expectations, and actions as well as the systems and processes we create." (Deirdre, 2017)

Culture can also be shared by few people of particular functions within organizations: Marketing, Research, and development, personnel. People within certain functions will tend to share certain professional and ethical orientations." (Trompenaars &Turner, 1998, p-7) Hence, culture has various meanings according to the context it is used.

After we see what cross-cultural teams are and what are the challenges of cross-cultural teams, we will discuss the works of mainly three researchers on culture Hofstede, Trompenaars, and Deirdre.

2.2 What are Cross-Cultural Teams

Cross-cultural teams are international teams that contain people from different cultural backgrounds and have different experiences (Managing a Cross-Cultural Team, 2019). Organizations and teams sometimes lack the expertise to consider the basic differences there can be in such a team of people who have different cultural backgrounds. I will summarize what I found on this website (Managing a Cross-Cultural Team, 2019) about the different kinds of values people in a cross-cultural team can have.

2.3 Challenges of Managing a Cross-Cultural Team

It is obvious that people from different cultures act and respond to certain situations differently based on their experience, background, and lifestyle, which all does attribute to their "culture" so here we can raise the issue of what is the need to consider cross-cultural differences? And we will try to show the different works researchers have done on the issue. Hodgetts and his colleague,

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has presented number of factors why one should be conscious of cross-cultural differences: (Hodgetts & Luthans , 1997).

I. **Centralized vs. Decentralized decision making.** In every culture there is always a variation of idea on who should make important organizational decisions or the extent to which decisions are made by senior managers, or if decisions are made or distributed down the hierarchy.

II. **Safety vs. risk.** Some cultures have high tolerance for uncertainty than the others and their managing styles may be influenced or affected by this, while at high tolerance cultures the risk taking can be high.

III. **Individual vs. group rewards**. Some cultures recognize and reward group performances and in other cultures individuals get recognition and reward.

IV. **Informal vs. formal procedures**. Some cultures are highly formal in their business etiquettes and procedures while other cultures don't really mind being informal at times.

V. **High vs. low organizational loyalty**. In some cultures, people identify less with their organization or employer and more with their occupational group or profession.

VI. ***Co-operation vs. Competition.*** There are cultures that encourage co-operation while other cultures somehow create a sense of competition among the people and this can have either positive or negative influence in business.

Stobierski (2019) summarizes the challenges of managing a cross-cultural team in terms of communication and expression, time perception, working style, motivation factor, and influence

2.4 Hofstede's approach to culture

Hofstede is one of the Pioneers who delicately studied culture. His study was made by a combination of interviews, surveys, and direct observation. He did his research in IBM inspired by why different subsidiaries of the same company perform differently in different countries and why some subsidiaries have superior achievements than others while the subsidiaries belong to the same organizational culture. He defined national culture as a collective programming of the mind, which distinguishes members of one human group from those of another (Hofstede, 1980,

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2001). He has explained why he has labeled it collective, for the reasons that it is shared by people who live together in the small social environment. He believed that culture is learned, not inherited (Hofstede, 2006). He also expresses it as "it derives from one's social environment, not from one's genes" Hofstede has put certain points as to how culture manifests itself, those are -symbols, heroes, rituals, and values. The following diagram of Hofstede presents the points.

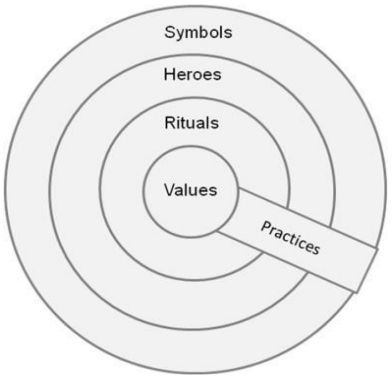

FIGURE1- THE 'ONION DIAGRAM': SOURCE (HOFSETED, 2001)

According to Hofstede, **Symbols** are words, object, pictures and tangible things which can make sense or give meaning for the members of the group who share the same culture, for example, dressing, and hairstyle. **Heroes** are persons who are famous among the people of the same culture and are taken as a model or to build up a characteristic for good purposes of the culture. **Rituals** are collective activities, which members of a group perform together. It can be a religious activity or an annual public festival. Hofstede generalizes Symbols, heroes, rituals under the term practices and emphasizes the core of culture to be values. **Values** are broad tendencies to prefer certain states of affairs over others. (Hofstede, 2001)

Hofstede has presented his widely known dimensions, which are known as "Dimensions of culture," power distance, individualism, masculinity/femininity, and uncertainty avoidance. (Hofstede, 1991). Different researchers use Hofstede's study of culture as a template. They also believe he has done an extensive study. Hofstede´s masterful capacity to explain the complex conditions of culture in simpler and quantifiable terms defines his popularity in the studies of culture (Fang, 2010).

2.4.1 Power Distance

Describes how different societies handle the fact that people are unequal. The focus is on the gap that exists between the different ranks of individuals, for example, boss and subordinates. Power

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distance is mainly the extent to which the individual with lesser power or voice must address the more powerful member of the society. It shows how the power is distributed among the society. This represents inequality (more versus less), mainly from the perspective of the less powerful. Even though there are different ranks of individuals in every society. Some are unequal than the others; this dimension of Hofstede explains the extent of the difference.

2.4.2 Individualism/Collectivism

Describes the difference between cultures where ties are loose and in collectivist societies, people are integrated and acting in groups. This dimension describes the difference between cultures where ties in between the members of the society are loose or tight. In collective societies, people are integrated into each other and act in a group. Individuals in collectivist society protect each other and rely on one another. While in Individual society, members take care of themselves and their immediate family, so the bond in the larger society is loose in these kinds of society.

2.4.3 Masculinity/femininity

This dimension is about the emphasis on workload, on each gender of the society. It refers to the distribution of roles between the genders. Hofstede, in his studies in IBM, has found out that woman's values differ less among societies than men´s values. Men value from one country to another contain a dimension from very confident and dominant to modest and caring. Woman in feminist countries carry values which is like the man. On the other hand, men in masculine countries are dominant, and women also are competitive.

2.4.4 Uncertainty avoidance

This dimension shows the extent to which members of a culture feel threatened by new situations or uncertainty, or unknown conditions. It is mainly about the tolerance for uncertainty and unclear situations; it is a measure to what extent does a culture prepare or encourages its members to face uncertain or unknown situations, by unknown meant like surprising, different from the usual. Uncertainty avoiding cultures try as much as possible to avoid new or unstructured situations by strict laws and rules, safety and security measures.

2.4.5 Long-term orientation

This is relatively a newer dimension of Hofstede studies it was found in a study among students in 23 countries around the world. The values related to the long-term orientation are studied in terms of economy or the ability to save money for future needs and persistence or determination.

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Other values related to respect for tradition, fulfilling social responsibilities, and protecting one face.

2.4.6 Time Perception

In search of building a common understanding, organizations who invest overseas are realizing more culture-related issues, as discussed above by different researchers like Hofstede, Trompenars, and others. There are many dimensions of culture to be studied when a company decides to invest overseas. The other factor that bond and his friends added are time perspective in their book, they have stressed that time perception influence the way members of a culture tend to approach decision making in business activities and even as simple events as attending seminar or presentations. They have also stressed that the difference in the perception of the employees leads to the difference in the perspective of employees towards work and people. (Bond Mh et al,1988)

2.5 Trompenaars and Turner approach to culture

Trompenaars and Hampden-Turner did a study on culture for ten years before they published their book "Riding the waves of culture 'in 1997. Together, they came up with their own dimension after researching about culture in different parts of the world. They have sent more than forty thousand questionnaires for managers in 40 countries. They have observed that people from different countries are not just different but their difference is very specific and it has a pattern. They found a pattern in difference way of thinking, values, beliefs, and difference in preference. They Concluded that people from different culture differ in what they think in terms of the the following seven dimension(Trompenaars &Turner,1997)

2.5.1 Universalism vs particularism

According to Trompenaar when culture is based on universalism it tends to measure all cases similarly or the same even if the ones involved are family of friends. This kind of culture bases its foundation in Rules and regulations rather than relationships.

Particularism based cultures tend to favor relationships more than rules. They may even bend or change rules for Important families or family members. This kind of culture examines each case considering it special merit. Latin America, China, India and Russia fall under this category of culture.

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2.5.2 Individualism vs communitarianism

This dimension of culture according to Trompenaar can be generalized as ; Do people regard themselves primarily as individuals or primarily as part of a group? This dimension can be understood by raising the question do people work as a team or Individual? Do individuals want recognition for their accomplishment or do they let the whole group take the victory? Australia, Germany, Canada and the US has individualistic culture.

Communitarianism Culture believe people achieve more when you work in group and help each other. People in this kind of culture are organized in groups to perform any task. Most part of Africa, Japan, China, India and Latin America fall in this category of culture.

2.5.3 Specific vs Diffuse

This dimension of Trompenaars cultural dimension is about asking how people separate their personal and professional life. In Specific culture, people make sure their personal life and professional life don't not affect one another or overlap. This type of culture is focus oriented and direct in their communication pattern.'.

In a diffuse Culture, people do not see their work and their personal life as separate. They believe that when stronger relationships are added to the work things go smooth and more can be achieved. Collogues socialize more often outside of work and they respect each other based on age, status.

2.5.4 Neutral vs affective

This dimension is about cultures that encourage showing emotions or not. In a Neutral culture, people don't tend to show and share their emotions specially at workplace even if felt will be controlled and kept in check. Among the countries with neutral cultures include Germany, UK and Netherlands. Affective culture encourages people to share their emotions. Examples of such a culture is Latin America, Spain and Italy.

2.5.5 Achievements vs ascription

This dimension of Trompenaars can be summarized by asking how do one get a certain status? is it earned or is it given? in an achievement culture, status is earned through intelligence and skills. Job titles are assigned accordingly as well. In this culture, anyone can question a decision if they do not agree and can logically argue. Germany, US and Canada fall in this category.

In an Ascription culture, you gain status based on your background or who you are. You gain your respect based on your loyalty to the organization instead of your ability. France, Japan and Italy are typical examples of such a culture.

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2.5.6 Sequential time vs synchronous time

This dimension of Trompenaars can be summarized if we ask how things are done for example do many things get done parallelly, at once or do they get things done one at a time? In sequential culture Time is very critical, things get done one at a time and make sure each stage is completed before the start of another. Germany, UK and US are good example of this culture

In a synchronous time culture, people tend to do many things at once as a result deadlines and plans are a bit relaxed. punctuality is not respected as well. Mexico and India n are among few examples.

2.5.7 Internal direction vs external direction

The last dimension of Trompenaars can be explained with asking if we control our surrounding or environment or if we are controlled by it. People in Internal direction culture believe they control their environment. US and Canada and Germany are a good example of such a culture

People in External direction believe in working with their environment to achieve what they need, and relationship is their focus to get things done. Saudi Arabia, India, Russia and China are good examples.

2.6 Mendez Deirdre Cultural dimension

In her book "The culture solution" (Mendez, 2019) Mendez has come up with eight cultural dimensions, each of the eight cultural dimensions has two associated tendencies

2.6.1 Clarity

This dimension of Mendez's cultural dimension has two associated tendencies those are the type of culture that are direct in their communication and the type that are not direct in their communication. she states that direct speaker's goal is to address the issue clearly and they don't don't consider disagreements with their idea as a personal attack. While Indirect communication keeps a pleasant atmosphere not to criticize others. They show facial or non-verbal expressions on their face of their disagreement. They might even agree with something they don't like just to be polite or offend their guest

2.6.2 Emotion

Mendez second cultural dimension is Emotion, with two associated tendencies those are Neutral and Expressive., Mendez describes cultures that are calm and not express their emotion as Neutral. They "work more and talk less". People in Expressive culture communicate and speak loudly and show a lot of feelings.

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2.6.3 Status

Status is the third Cultural dimension of Mendez. She has used two associated tendencies to explain status those are Achievement and endowment. In Achievement culture, positions are awarded by merit and based on their knowledge and expertise of the position while In endowment culture positions are given as reward for loyalty and background instead of subject matter expertise.

2.6.4 Involvement

This dimension measures to what degree people value social networks, relationships and how they leverage their relationships to get things done. The two associated tendencies she used to describe the dimension is Network and Process. Network based cultures involve their personal contacts in their professional life. In process based or oriented cultures people build reliable systems and structures that maximize their efficiency and helps them keep their consistency and they do not rely on their network.

2.6.5 Collaboration

Mendez explained the dimension "collaboration" using two tendencies Independent and Group. In environments with independent inclination, Individuals must finish their assigned tasks and should be accountable for the results. An individual may be able to make decisions in negotiations. In environments with group tendencies, teams work close together to accomplish a project. decisions are made through group. The whole team takes credit or get blamed for performance. Individuals are careful not to slack or show off.

2.6.6 Authority

Rule orientation and Situation orientation are the two tendencies Mendez associates with this dimension. She claims people with rule orientation just follow the rules even if they think or know the rule is unfair or wrong. They appreciate that there is a law and it gives perspective and structure. They also call out anyone who breaks the rules.

Situation oriented people tend to choose when to follow the rule. They only follow the rule when they find it useful, they tend not to follow rules that was created by authority that they don't not respect. People under oppressive government tend to be Situation oriented as they don't respect the law makers.

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2.6.7 Action

This dimension of Mendez is explained using two associated tendencies those are opportunity and Thoroughness. In a culture which is associated with opportunity, they do not care about history and what they care about is the present and the future. In Thorough environments they give a high regard for tradition and are not quick to get in to the unknown until they are very certain. They are very careful not to jeopardize their reputation and they like to know the background and history.

2.6.8 Organization

The cultural tendencies that characterize this dimension according to Mendez is Schedule and flow. schedule oriented people tend to take time seriously. They are highly organized, and every detailed task is scheduled accordingly. While flow oriented people take everything as it comes. They tend to multitask and fit the schedule in the task instead of the opposite. They do not mind arriving late for meeting and most things for projects get done just before the deadline.

2.7 Critics of approaches in cultural studies

Researchers like (McSweeney, 2009; Hermans & kampen, 1998) have criticized that the studies made by Hofstede 1980, 1991, 2001; House et al.,2004; Trompennars,1994) are more used in the past before the phenomenal happening of internet communication and globalization. They claimed that the fixed pattern or the static paradigm of culture which uses bipolar cultural dimensions to describe national culture by Hofstede, Trompenaars and House and his friends are somehow generalized and is very simplified even though culture by nature is very complex. Their other concern is the assumption of nationality or nation state as the basic unit of analysis and the fact that culture management skills are viewed as country specific phenomena. They have also argued about the variety of management approaches in different societies based on their values and experiences. According to Hofstede, the majority of people in the world live indifferent societies where either the interest of the mass prevails over the Individual which he called a collectivist society (Hofstede, 1991). He also added that the minority of the people in our world live in societies in which the interest of the individual prevails over the interest of the mass, which he calls individualist. According to Hofstede Asian countries all scored collectivist, and he has assumed that culture is stable over time as he has assumed that values are the core of culture and they are very difficult to change (Hofstede, 2007).

Osland and Bird have complained that even though Hofstede has done a good job as a pioneer on the field of study about culture they believe that his view or what they call the “static paradigm” is incapable of capturing cultural dynamics in a globalized community like ours at present (Osland & Bird, 2000). As explained above as well, McSweeney and Tung and his friends have

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also strongly argued that this paradigm is a pre globalization and pre internet phenomena, they have tried to proof by taking the concept of Hofstede itself "culture is learned not inherited" they said that if we accept culture can be learned then we should open our mind that when people change and situations change cultures can be changed as well. (McSweeney, B, 2009)

We are living in a new social environment of globalization with 'borderless and wireless cultural learning, knowledge transfer, and synchronized information sharing', an environment 'unknown to the Hofstede generation' (Fang,2010). Fang in his previous work has also emphasized that the static paradigm has completely made every aspect of culture so absolute has missed the point that culture has the capacity to reconcile the opposite poles of any cultural dimensions and can thus be both 'feminine' and 'masculine', both 'individualist' and 'Collectivist', and so forth, in a dynamic process of change and transformation (Fang, 2005–2006). The new proposed approach of culture is more or less called dynamic paradigm. In the dynamic paradigm, culture is seen as being made up of relations rather than as a stable system of form and substance (Soderberg & Holden, 2002). The proposed views also suggest shifting our mind set from cold war "onion" way of analyzing culture into a new "ocean" way of understanding culture to capture the dynamics of national cultures and international cross- cultural management in the age of globalization (Fang,2006)

2.8 What is cross-cultural management

cross-cultural management is a discipline that attempts to understand how the national culture can have impact on the management of a company or business. It helps to categorize the gaps and similarity of cross cultures in management and enhance smooth work flow and increased productivity in Global management. Different researchers have different definition of cross-cultural management. Cross-cultural management is the combination of knowledge, insights and skills which are necessary for adequately dealing with national and regional cultures and differences between cultures within and between organizations (Burggraaf, 1999). The reason this segment of management is important in today's Business world is described well by Savvas, In today's culturally interconnected society and globalized world economy, Organizations are no longer evolving within the confines of a particular national setting. They must operate in a more and more internationalized context (Savvas et al., 2001).

2.8.1 Cross-cultural management approaches

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I would borrow five different perspective on cross-cultural management from Rodrigue Fontaine (Rodrigue, 2007). Those are the Classical approch, the anthropological approch,the Psychological approach the knowledge management approch and the systems thinking approach. However, I will go in detail on the approaches that are relevant to this study . Rodrigue fountaine has done his PhD research paper in Malaysian culture after being puzzled by Hofstede's findings of Malaysians culture

2.8.1.1 The psychological approach

In this approach Rodrigue discussed about the difference between Ethnicity and culture and to decide and categorize a national culture, the group in the study should be a homogenous group. To help him explain this approach he has quoted Klein and Kozlowski on their observation that Organizations are multilevel system but the system is divided in to organizations, groups and individuals levels where each level deserves different approaches (Klein and Kozlowski, 2000)
Rodrigue also quoted Chao, in her studies, Chao has discussed how focusing on culture is misleading and that organizations cannot expect for employees to change their cultural values but instead the organization modify the context in which employees operate (Chao, 2000). She further argued that Cultural values are fixed and cannot be changed but cross-cultural managers can easily modify the contextual factor in order to lower cultural differences at work. She has concluded that "The idea of changing contextual factors to hanged behavior – either through positive or negative reinforcement – has a long-established tradition in psychology. Thus, cross-cultural managers must, sometimes, think more like psychologists".

2.8.1.2 The knowledge management approach

Researchers like Holden has proposed a knowledge management (KM) approach. KM states that ''knowledge'' is the most important asset in a firm (Holden, 2002)

Knowldege Management approch diagram

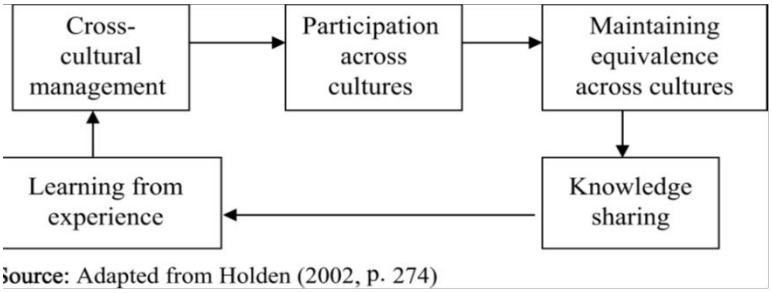

FIGURE3 KM MANAGEMENT

Sensitivity: General/Internal

For Holden, culture is tacit knowledge. Holden presents his model in Figure 3. Knowledge management discusses how organizations can take advantage of employees' knowledge in a different culture, instead of discussing about culture in terms of its influence on the difference on values; Holden has suggested treating culture as tacit knowledge and break it down to personal level and learn cross cultures. He argues that current cultural management research emphasizes differences between groups and reflects a ''19th century anthropological perspective'' of culture. He claims knowledge is the most important asset in a firm. KM discusses how organizations can take advantage of employees' knowledge. Individuals have explicit and tacit knowledge. Explicit knowledge is easy to explain and easy to share with others. Tacit knowledge is more difficult to explain to others and is often gained by personal experience. Tacit knowledge includes beliefs, mental models and perceptions that are taken for granted. For Holden, culture is tacit Cross-cultural managers are no longer simply experts about culture. They are, fundamentally, knowledge-management facilitators, able to transform tacit knowledge into explicit knowledge(Holde,2002)

2.9 Cross-cultural Training

Cross-cultural training is defined as organized efforts to prepare and adjust people to work with people from another cultural backgrounds (Pusch &Paige, 1986).Harries and Brewseter has also defined cross-cultural training as Intervention programmed to improve the competence, skills and knowledge of global workforces to assist them work efficiently and effectively with people of different cultural background (Harris & Brewster, 1999). cross-cultural training has become essential as people are moving around more than ever to do business and to work in other countries.

2.9.1 cross-cultural training approaches

This paper reviews five approaches that are currently being used in cross-cultural training. The approaches are: Intellectual approach, area simulation approach, self-awareness approach, culture awareness approach, behavioral approach and interaction approach. We will consider the approaches that are relevant to this study (Downs, 1969).

I. **The area simulation approach:** this approach attempts to create a specific similar environment with the target Culture. This Training approach relies on the assumption that people would learn better about the other culture if they are physically put in similar area. for example, the outbound program for peace corps trained volunteer who would go to Latin America in Porto Ricco while those that will go to Africa were trained in Virgin Islands (Harrison & Hopkins, 1967).

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II. **The behavioral approach:** the behavioral approach focuses on training Trainees about specific cultural values and behaviors of the other culture. This approach assumes if Trainees know enough about the other culture they will have the necessary skills to behave appropriately in the other culture (Kramer, 1974)

III. **The interaction approach:** This approach assumes the actual interaction of people with different cultures is the most effective way. This method has proven very effective in creating greater cultural understanding (Althen,1975)

Sensitivity: General/Internal

3 Methodology

In this section, Methods used to do this study will be explained. It will cover the choice of the topic, data collection ,interview method and literature review.

3.1 Case study methodology

There are seven type of research strategy those are Case study, Experiment, survey, action research, archival study , grounded theory and ethnography (Lewis & Thornhill ,2009). When the control of situation in a study is limited and while getting much information is a bit of a challenge, case study methodology is a favored method (Yin, 2007).Yin has also explained that it is wise to choose this method when the study is more of explorative with questions how and why. He has further explained that this method is more useful when the information to be obtained is limited and the unit of study is complex. This study is best suited for case study selection as culture study by nature is very complex and would need a lot of time and wider scope to tackle it. When we are trying to study effect of national culture on behavior of employees working in an organization, case study selection would be the ideal method to perform the required study .

3.2 Case selection

The type of case selected has a direct impact on the quality of the work and the study to be conducted. Yin has stated that the type of case selected will have impact on the contribution of the study to theory and ability to solve the research problems (Yin, 2007). BOSCH limited in India was selected as it is an ideal company who has invested overseas (INDIA) where the culture is completely different from GERMANY. As those two countries are labeled almost in opposite level in many cultural study indexes, it is only appropriate to choose BOSCH ltd in India as a case company. The willingness of the managers and the management staff to cooperate in interviews and questionnaires were also a motivating factor apart from the ideality of the company for this study .

3.3 Research strategy

There are three types of approaches to do a research in a desired filed those are Inductive approach, which shows the facts first and narrow down to theories, Deductive approach ,which starts from a specific case and explore if the developed theories can explain the case, the third approach is An Abductive approach, which starts with putting a proper hypothesis and try to match it with a scenario (Andreewsky and Bourcier, 2000).

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Being an investigative type of study and to address the goal of the study by doing analysis with a literature review this study uses an Inductive type of approach.

3.4 Research Method

The research method used to do the study is a qualitative method. It is comprised of Questionnaires and Interviews via phone calls. The qualitative method focuses on explaining and defining concepts and Ideas in contrast to a quantitative method, which depends on figures and numbers (Saunder et al., 2009). This makes qualitative method a suitable method to use in this study .
Below we will show how the research is conducted

3.5 Literature review

After defining the aim of the study and formulating the research questions, the author had to go through selecting journals, articles, thesis, papers, and books to understand what is known so far. The selection was done keeping in mind what this study needs to build up a sound argument on Culture, cross-cultural management, cross-cultural training and different cross-cultural management approaches. On the literature review , works of different researchers have been presented and compared. Hofstede (1991,2000,2001,2005),Trompenaars (1994) and Dirdire Mendez's (2019) cultural dimensions are discussed in detail. Studies that criticize measuring culture in dimension are also presented, In addition research works have also been added to show the holistic view of Cultural study and how it is being affected by different factors through time.

3.6 Acquisition of data

The data of the case study was acquired through documentation, interview and questionnaire

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Documentation: was made from company's website, annual report, previous studies on culture, organizational culture, cross-cultural management and other relevant topics to the study .

Interview: interview can be the best way to acquire data as conversation is much better way of communication and easier to clear doubt or any question. Walliman has explained the importance of interview as "Interview is a very flexible tool with a wide range of applications, it can help us catch a lot of information which helps not only to indicate our research, but also to identify and prioritize issues' (Walliman, 2005)."

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Interview was conducted with two German managers over the phone and one of them has filled a questionnaire previously as well. Few selected questions were chosen(found in Appendix) and an effort has been made to make the questions as relevant to the purpose of the study as possible.

Replies to the questions were carefully documented, and the answers were classified into different categories to make it more convenient for the discussion and analysis.

Questionnaire: Questionnaires were sent out to around 18 Indian employees in the management level and technical departments. An effort has been made to reach out to the employees who have been working closely with the German managers so that the replies would be an input for the purpose of the study .

For the sake of analysis and discussion, the author classified replies to questionnaires under different categories as follows:

- ✓ Is there a cultural difference between Germany and India? How was it
- ✓ managed
- ✓ What does the Employer and employee relationship look like
- ✓ for a German company in India
- ✓ What is the working style of Indians compared to the Germans
- ✓ Perception of Time according to the German and Indian Employees
- ✓ Indians and German in terms of future present and past Orientation
- ✓ Cross-cultural management in case of BOSCH in India

3.7 Analysis and evaluation of data

Some of the data obtained on the first round of the interview and the questionnaire was not highly satisfactory, there a second round of interview with one of the German manager and other Indian technical peoples and department heads were made to clarify certain ambiguities.

3.7.1 Research quality

There are four conditions that should be ensured for the quality of a qualitative case study research: internal validity, construct validity, external validity and reliability (Yin, 2007).

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3.7.2 Validity

Validity is all about how well the study or the conclusion of the study complies with the reality. Yin (2007) has explained it broadly like the following: *Internal validity* is concerned with measuring how well the conclusions of the researcher reflect the reality and it is reflected by causal relationships between certain events that lead to other events which is popular in explanatory investigations (Yin, 2007). Although this is an investigative study a cautious attitude was taken to continuously question all the details of the replies from the respondents to compare it with what the researchers have come up with previously. *Constructive validity* is about establishing appropriate operational measures for the studied phenomenon by using multiple source of evidence, setting up chain of evidence, and having key informants review findings and conclusions (ibid.). This study has been made by comparing different sources with the additions of owned idea in the analysis and discussion part. And the respondents, who were interviewed and sent out questionnaires to, were appropriate and relevant people compared to the subject matter of the paper. The ambiguous parts of the data were re-questioned and made clear by the appropriate personnel as well. *External validity* concerns the transferable possibilities of the findings and conclusions from the study to other companies or situations (ibid.). The selection of this case study was made after considering the appropriateness of the company for the purpose of the study . It was also considered if it can be possible from the result of the study to be used as an example to such studies.

3.7.3 Reliability

Reliability refers to the possibility to repeat the research and reach the same findings and conclusions (Rowley, 2002 p-16). Interviews were carefully done and documented; questionnaires were properly analyzed and categorized. Therefore, there is no way that wrong information would be documented and the chance of losing information is very low as well. However, as culture is an ever changing phenomenon it might be difficult to get the same result if this study is repeated in sometime in the future.

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4 Empirical data and findings

4.1 BOSCH Company description

The Bosch Group is among the most successful industrial companies all over the world. The company is headquartered in Stuttgart, Germany; it has 283,500 employees worldwide and generated annual revenue of 77.3 billion Euros in 2019. Bosch has subsidiaries all over the world. In India, Bosch is a leading supplier of technology and services and has a strong presence in the country at a number of locations in diverse industry segments. Bosch employs about 22,500 associates in India.

Bosch Ltd is one of the many segments of the Bosch Group in India, which is the center of automotive technology. The company is headquartered in Bangalore, India, with manufacturing facilities at Bangalore, Naganathapura (near Bangalore), Nasik, Jaipur, and Goa. Bosch Limited strives and works towards facilitating superior product availability and a well-managed after-sales service countrywide. Its network spans 1,000 towns and 5,000 authorized representatives.

Bosch innovations have shaped cars and will keep doing so in the future. As the world's biggest independent automotive supplier, Bosch focuses on innovations to make driving safer, cleaner, and economical. Automotive Technology is the largest business segment of Bosch in India. It supplies to the local automotive industry and exports components overseas. Bosch's Business divisions are Diesel Systems, Gasoline Systems, Chassis Brakes, Automotive Accessories, Car multimedia, Starters and Generators, Energy and Body Systems, Electrical Drives, Spark Plugs, and Glow Plugs.

Bosch Limited is one of the flagships of the Bosh Group. Bosch Limited holds 71.18% stake in the Bosch Group, and the rest is owned by the rest of the subsidiaries. The company manufactures and trades in all the three major business sectors of Bosch: *Automatic technology (*Business divisions: Diesel and Gasoline Fuel Injection Systems, Car Multimedia Systems, Auto Electricals and Accessories, Starters and Generators, Energy and Body Systems.), *Industrial Technology (*Business divisions: Packaging Machines, Special Purpose Machines, Solar Energy.), and *Consumer goods and Building Technology (*Business divisions: Power Tools, Security Systems).

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4.2 Review of exsting empirical data on Germany and India in terms of Hofstede´s, Trompenaars, and Deirdre's dimensions of culture

4.2.1 Germany and India explained in terms of Hofstede's cultural dimensions

According to Hofstede (2001) Germany and India have the following results in the five dimensions of culture, and the explanations of each dimension in relation to the world standard are also presented in the below table.

Dimensions		Country and Hofstede's Score		
		Germany	India	
Masculinity/Femininity	Emphasis on workload, on each gender of the society	66	56	
Uncertainty avoidance	The extent to what members of a culture feel threatened by new situations	65	40	
Individualism/Collectivism	In *collective societies*, people are integrated into each other and act in group. *Individual society* members take care of themselves and their immediate family	67	48	
Power Distance	Shows how the power is distributed among the society E.g between Boss and subordinates	31	77	
Long term orientation	The ability to save money for future needs and persistence or determination	31	61	

Table-1: summary of Hofstede's(2001) Cultural dimensions of India and Germany source (own)

4.2.2 Comparison of Germany and India in terms of Hofstede (2001) Cultural dimension

Power distance: Germans prefer direct communication, which involves active participation. They do not like to be controlled, and they dare to challenge the leadership style if it doesn't show expertise as needed. Germany scores 31. India scores high on this dimension, 77, indicating an appreciation for hierarchy and a top-down Structure in society and Organizations. If one were to summarize the Indian attitude, one could use the following words and phrases: dependent on the boss or the power holder for direction, acceptance of unequal rights between the power-

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privileged and those who are lesser down in the pecking order. Communication is top-down and directive in its style, and often feedback that is negative is never offered up the ladder, which is opposite to the Germans.

Individualism/Collectivism: According to Hofstede, the German society is a truly individualistic one (67). Germans are concerned about the small circle of their immediate family. "There is a strong belief in the ideal of self-actualization" (Hofstede, 2001). India, with a score of 48, is a society with clear collectivistic traits. This means that there is a high preference for belonging to a larger social framework in which individuals are expected to act in accordance with the greater good of one's defined in-groups.

Masculinity /Femininity: Hofstede stated the fundamental issues on this dimension as what motivates people to work "wanting to be the best (masculine) or liking what you do (feminine). With a score of 66, Germany is considered a masculine society. German people live to work, and they build their self-esteem by performing their tasks well. Among the German society, status is often shown, especially by cars, watches, and technical devices. India scores 56 on this dimension and is thus considered a masculine society. Even though it is mildly above the mid-range in score, India is actually masculine in terms of visual display of success and power. In more Masculine countries, the focus is on success and achievements, validated by material gains. Work is the center of one's life, and visible symbols of success in the workplace are very important.

Uncertainty avoidance: According to Hofstede, Germany is among the uncertainty avoidant countries (65). Germans pay of their uncertainty by strongly relying on expertise. India scores 40 on this dimension and thus has a medium-low preference for avoiding uncertainty. In India, there is acceptance of imperfection; nothing has to be perfect nor has to go exactly as planned. There is a saying that "nothing is impossible" in India, so long as one knows how to "adjust."

Long term orientation: The Germans score 31, making it a short term orientation culture. Societies with a short-term orientation generally exhibit great respect for traditions. The Indians scored 61, making it a long term, pragmatic culture. In India, the concept of "karma" dominates religious and philosophical thought. Time is not linear, and thus not as important as to western societies, which typically score low on this dimension. Countries like India have a great tolerance for religious views from all over the world–Hinduism is often considered a philosophy more than a religion, a consolidation of ideas, views, practices, and mysterious beliefs. In India, there is an acceptance that there are many truths and often depends on the seeker.

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4.2.3 Germany and India explained in terms of Trompenaars's dimensions of culture

		Country	
		India	Germany
Dimension	**Description**		
Individualism	Do people regard themselves primarily as individuals?	No	Yes
Vs Communitarisim	Believe people achieve more when you work in group	Yes	No
Specific	people separate their personal and professional life	No	Yes
Vs Diffuse	people do not see their work and their personal life as separate	Yes	No
Universalism	Bases its foundation in Rules and regulations rather than relationships	No	Yes
Vs particularism	Cultures tend to favor relationships more than rules	Yes	No
Neutral	people don't tend to show and share their emotions specially at workplace	No	Yes
Vs Affective	Encourages people to share their emotions.	-	No
Achievement	status is earned through intelligence and skills.	No	Yes
Vs Ascription	Status is gained on your background or who you are	Yes	
Sequential time	Time is very critical	No	Yes
Vs Synchronous time	Present the future and the past are related	Yes	No
Internal	Believe they control their environment	No	Yes
External	Relationship is their focus to get things done	Yes	No

Table 2 Summary of Indian and Germany explained in terms of Trompenaars's dimension of culture source (own)

Sensitivity: General/Internal

4.2.4 Comparison of Germany and India explained in terms of Trompenaars's dimensions of culture

Universalism vs particularism: According to Trompenaar, Universalism kind of culture bases its foundation in Rules and regulations rather than relationships. Given his study on the subject matter, Trompenaars (1993) believes Germans fall in this category. Particularism based cultures tend to favor relationships more than rules. They may even bend or change rules for Important families or family members and India is a fairly Particularistic oriented culture

Individualism vs. communitarianism: This dimension of culture, according to Trompenaars, can be generalized as; Do people regard themselves primarily as individuals or primarily as part of a group Trompenaars gave Germany as an example that belongs to Individualistic as Germans tend to work on their own and care for their immediate family only. On the other hand, India is put as a Communitarianism Culture as Indians believe people achieve more when you work in a group and help each other.

Specific vs. Diffuse: In Specific culture, people make sure their personal life and professional life don't affect one another. Germans, according to Trompenaars, are regarded as focus oriented and direct in their communication pattern.

In a diffuse Culture, people do not see their work and their personal life as separate. They believe that when stronger relationships are added to the work things go smooth and more can be achieved. And compared to the Germans India is a relatively diffuse culture as Collogues socialize more often outside of work and they respect each other based on age, status.

Neutral vs. affective: This dimension is about cultures that encourage showing emotions or not. In a Neutral culture, people don't tend to show and share their emotions especially at the workplace, even if felt will be controlled and kept in check. Among the countries with neutral cultures include Germany. In affective culture, people share their emotions even in the workplace. Affective culture encourages people to share their emotions.

Achievements vs. ascription: This dimension of Trompenaars can be summarized by asking how do one get a certain status? is it earned or is it given? in an achievement culture, you earn status is earned through intelligence and skills Germany is regarded as a country that depends on people's expertise to assign them status. In an Ascription culture, you gain status based on your background

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or who you are. You gain your respect based on your loyalty to the organization instead of your ability. India being a country with a lot of cast it tends to be a more ascriptive oriented culture.

Sequential time vs synchronous time: Do many things get done parallelly, at once or do they get things done one at a time? In sequential culture Time is very critical, Germany falls under this category of culture in this dimension

In a synchronous time, culture, the present the future and the past are related as people in this culture tend to do many things. Deadlines are not respected as well. India falls under this category of culture in Trompenaars dimension

Internal direction vs external direction: The last dimension of Trompenaars can be explained with asking if we control our surrounding or environment or if we are controlled by it. People in Internal direction culture believe they control their environment. They care about winning and they encourage outstanding personality even if it is aggressive. Germany is an of this category of culture according to Trompenaars, People In External direction believe in working with their environment to achieve what they need and relationship is their focus to get things done India is a good example according to Trompenaars.

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4.2.5 Germany and India explained in terms of Mendez Didier's dimensions of culture

Mendez, in her book has measured Culture in terms of eight dimensions. In the Below table, we will see where Germany and India fall in terms of the eight cultural dimensions she has mentioned.

Cultural dimensions	Description	India	Germany
Clarity	Measures culture that are direct in their communication versus that are not direct in their communication	Not direct in their communication	Direct in their communication
Neutral vs expressive	People tend to communicate calmly and do not express their emotions		communicate calmly and not show emotions
Status	Achievement status is earned through hard work and endowment reward for loyalty and background	status earned due to loyalty	Status earned through hard work
Involvement	Network based cultures involve their personal contacts in their professional Vs process oriented where do not rely on their network	people Involve their network to do their Job	People do their task without involving their network
Collaboration	Individualists Vs group work	Group workers	Individualists
Authority	Rule orientation and Situation orientation	Bend rule when it is needed	People respect rule
Action	fast decision makers and seeks opportunity Vs through and not risk takers	Not risk takers	sees opportunity fast and take risks
Organization	Scheduled Vs flow takes time seriously and taking everything as it comes	Relaxed view of time	Strict on time and punctual

Table 3 summary of Mendez (2019) Cultural dimensions of India and Germany

Sensitivity: General/Internal

4.2.6 Comparison of Germany and India explained in terms of Mendez Didier's dimensions of culture

- **Clarity**

This cultural dimension of Mendez measures culture that are direct in their communication versus that are not direct in their communication. According to Mendez, Germany has a culture that are direct in their communication as Germans tend to address issues clearly while India has Indirect kind of communication where people tend to keep positive environment not to criticize others
Emotion

- **Neutral and expressive**

According to Mendez, Germany has a neutral type of culture where people tend to communicate calmly and do not express their emotions especially at workplace while Indians are more of expressive of their emotions while talking and in reacting to situations at workplace.

- **Status (**Achievement and endowment)

In Achievement oriented culture status is earned through hard work and result while in endowment oriented cultures positions are given as reward for loyalty and background. Mendez defines the German's type of culture as Achievement as they assign people based on their knowledge and expertise of the position while in India people gain status in terms length of stay and loyalty.

- **Involvement: (**Network and Process)

Network based cultures involve their personal contacts in their professional life. Indian culture falls in this category according to Mendez. In process based or oriented cultures people build reliable systems and structures that maximize their efficiency and helps them keep their consistency and they do not rely on their network. Germans are a good example according to Mendez (2019).

- **Collaboration: (**Independent and Group)

In environments with independent inclination, Individuals must finish their assigned tasks and should be accountable for the results. An individual may be able to make decisions in negotiations and this according to Mendez is a typical German way.

The Indians, Mendez explained has the Group tendency. In environments with group tendencies, teams work close together to accomplish a project. decisions are made through group. The whole team takes credit or get blamed for performance.

- **Authority**

Rule orientation and Situation orientation are the two tendencies Mendez associates with this dimension. She said people with rule orientation just follow the rules even if they think or know

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the Rule is unfair or wrong. They appreciate that there is a law and it gives perspective and structure. They also call out anyone who breaks the rules Germany is a strict rule oriented Culture. Situation oriented culture tend to choose when to follow the rule. They only follow the rule when they find it useful, they tend not to follow rules that was created by authority that they don't not respect. Indian culture is the example Mendez mention to explain this category of the Authority dimension.

- **Action (**opportunity and Thoroughness)

In a culture which is associated with opportunity, they do not care about history and what they care about is the present and the future. Mendez explained that Germany belongs in this category as they believe in being innovative and are quick on their decisions. In India, where traditions are given high value they tend to be thorough because they are not quick to get in to the unknown until they are very certain.

- **Organization (**Schedule and flow)

Schedule oriented people tend to take time seriously. They are highly organized and every detailed task is scheduled accordingly, In her book Mendez has explained how Germany belongs in this category. While flow oriented people take everything as it comes. They tend to multitask and fit the schedule in the task instead of the opposite. They do not mind arriving late for meeting and most things for projects get done just before the dead line. Mendez has also provided her analysis as to why India falls in this category.

4.2.7 Presentation of the responses

Replies by the respondents are condensed in the following categories for the sake of analysis and discussion

- ✓ Is there a cultural difference between Germany and India? How was it
- ✓ managed
- ✓ What does the Employer and employee relationship look like
- ✓ for a German company in India
- ✓ What is the working style of Indians compared to the Germans
- ✓ Perception of Time according to the German and Indian Employees
- ✓ Indians and German in terms of future present and past Orientation
- ✓ Cross-cultural management in case of BOSCH in India

The categories summarize the overall idea of related information from the questionnaires. The same categories are used to summarize the reply from the German managers as well.

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Questionnaire (Appendix A). The Indian employees' questionnaire is attached as an (Appendix B)

More than eighteen people have taken part in filling the questionnaire and some have also been consulted over the phone. Almost all of them are in the management team and directly involved in the manufacturing of products as well. The range of the respondents' duration of employment In Bosch ranges from 20 years to 1 year.

4.2.8 Indian employees reply

For the questions related to cultural shock respondents have emphasized that "Indians are more social" It was a bit interesting to see the different range of the answers from "I can't say" to "I don't think so" to "yes"

For the question, the respondents were asked on their expectation on the German managers. They have emphasized that Germans are ***technically strong*** and ***focused***.

For questions if cultural difference has been tackled successfully between the Germans and the Indians, even though most of them have replied they were in no position to answer this question few has admitted that it has been ***a work in progress between*** both the Indians and the Germans.

For the question "what is the common expectation of Indians about working with foreigners?" the respondents have replied ***Indians are shy*** while interacting with foreigners. They have also indicated that the ***Germans are punctual,*** and this is also being expected from the Indians, the ***Germans also expect fast response***, ***clear communication*** and ***well planned activities***. One respondent has explained ***Indians have more respect when working with foreigners***, he said Indians tend to be ***more cooperative*** and ***give more respect when they work with foreigners***. One particular respondent has stated the expectation of both Indians and the Germans as follows "***the perception with reference to function is good***. There are certain good practices and systems that can be followed. But when it comes to people management, ***foreigners do not understand cultural differences and takes wrong steps***, which create loss to the organization when good individuals who cannot adapt to the cultural differences leave".

Few respondents have replied that ***all the German managers have been satisfied with all the Indian teams***. One respondent has mentioned the ***German managers are focused*** and they do ***not compromise on deviation***. An interesting explanation was given by one of the respondents as follows "There are both ***successful German managers who blend with Indian system*** and ***still***

Sensitivity: General/Internal

managed to improve things and ***there were German managers who could not achieve good results and spent their time without any good to the organization***"

For the question, "*does the fact that India is a multi-cultural society has an influence on management or company's performance*" ***all of the respondents have answered "no,"*** and ***they have emphasized that Indians tolerate*** each other and ***the differences never affect the company´s performance***.

The respondents have described the working culture of India in terms of the formality of meetings, how colleagues interact, the dressing code, and the value of time. Most of the respondents have claimed that even though India is a land of diversified culture, language, and religion, ***employees in the company manage to work cordially with each other***. The answer shows that the company follows a formal dressing code during the weekdays and casual wear on Saturday. They also state that ***meetings are formal*** and ***held frequently depending on the urgency of the matters at hand.*** One of the respondents has, however, mentioned that "***Participants do not come in time***. ***Colleagues are not always cooperative,*** and he has also stressed the importance of uniforms (cloths) for officers.

Many of the respondents stated that there is ***no inequality or distance between boss and subordinates***. However, one particular respondent has stated his opinion on the matter as follows "Culturally, in India, ***subordinates follow the Boss and adverse opinions are not spelt out directly***, but will be communicated indirectly. However, the Germans give direct feedback".

Sensitivity: General/Internal

For the question on how Indians prefer to work;

Most of the respondents claimed that ***Indians perform individually***. One of them even says, ***"we Indians as an individual we are great but in teamwork we are weak***". He explained his answer as "when the team is composed of different kind of people there is always a tension on who is right and who is leading," and that is why he concluded that Indians perform better individually. However, he explained that the company motivates them to perform as a team. All of the respondents have described ***Indian culture as "collectivists"*** after being explained about individualism and collectivism terminology in a cultural context. One respondent also has stressed the importance of improvements in teamwork.

Respondents have stated that the fact that India itself is a multi-cultural country depending on regional variations has made Indian people ***tolerant of other cultures, and teamwork is part of Indian culture***. But in particular, on discussions of working culture, ***Indian employees tend to think that Germans have a better working culture***, one of the respondents said, "As per my observations ***Germans are a good planner and they are successful***, we as Indians lack in planning".

Most of the respondents have said they have never came across any sort of cultural shock but two of the respondents have stated they have noticed some differences and they have expressed it as follows "Basically ***Germans are systematic***. It was a bit difficult at the beginning, once we understand their intention there was no more cultural shock".

For the question "*Do you believe BOSCH in India and In Germany are managed in the same manner*?" According to the respondents, Bosch has a standardized way of managing its branches in a similar manner in spite of cultural differences. However, *what is the consequence or effect of managing in a similar manner without considering the cultural differences?* one of the respondents has given a precise answer as "The systems & procedures are more or less comparable, but the way they are executed will have a difference. The values & principles on which the organization runs are same". Hence, it is proper to ask *what the source of the difference in execution is provided that standardized ways of managing, the same systems & procedures, the same values, and principles.*

One additional question raised was, "*As an Indian, how do you explain the difference in managing a company in India and in Germany*?" the respondents answered that it is difficult to manage a company in India due to the bureaucratic way of working. *Does the bureaucracy have anything to do with culture?* And they think that decision-making is easy in Germany, so it should be easy to manage companies in Germany. *Does such a difference happen due to cultural differences?*

Sensitivity: General/Internal

One respondent has also said, “Since the Bosch guidelines & principles are common throughout, managing in India & Germany may not be much different if one knows how to manage.” yet another respondent has explained the difficulty in India as “Managing in India means, managing uncertainty, multi-tasking, fire-fighting that requires more energy and managerial capability than managing in Germany.

4.2.9 German managers reply

The German managers have both worked as regional directors in Bosch Limited in Bangalore. One has served for four years, and the other one has worked for two years a tie of the interview.
For the question about uniformity of management, throughout BOSCH facilities, the German managers believe that BOSCH has a standard management system in all of its facilities, but they believe it might differ in the way that decisions are executed, one of the managers had used the expression “global standard” when he explained the importance of following a standard procedure for global customers.
Both managers agree that there is a high power distance in Indian society, and one of them has explained that bosses are respected in India.
For the questions on how they manage cultural differences, The managers have explained that they had to take cross-cultural training before they go to India and have to do small informal researches on their own about the general expectations and cultures of India. Both managers think that ***Germans are formal and reserved culture***-wise. One of the managers has replied working culture in India as ***“Individual, egoistic, flexible, engaged and motivated”*** the other manager thinks that Indians ***like to perform and be recognized individually; they are motivated to do new things and are careful of what they do***. Both of them have claimed that they did not really have a big culture shock except for the living conditions in India and was a bit disturbed by the noise, dust, and heat.

One of the managers have claimed that he did ***not really notice much of a culture difference*** in the working environment while the other said similar thing but further explained he thinks the world is becoming more and more like one and employees all over the world are having a good concept of what managers expect of them and the influence of individual cultures are becoming less and less.
For the question on the difference of managing BOSCH company in India and in Germany, One of the managers has explained the difficulty in project management in India. He explained timeliness issues, flexibility, near term, and long term issues in the Indian workers, and their

Sensitivity: General/Internal

effects in innovation. The same manager mentioned his frustration in the bureaucracy of Indian governmental procedures in handling company business outside the company and on its relations with the government.

Sensitivity: General/Internal

5 Analysis and discussion

In this section, the empirical finding is compared and discussed with the literature review in a way that will fulfil the aim of the study and answer the research questions of the study. I have sorted the discussion in different headings in keeping the theme of the study in mind

5.1 Is there a cultural difference between Germany and India? How was it managed?

Trompenaars explain difference of culture in every society raise difference in how the members of certain culture view the world, how they process data or information, what the conception of time is, how individuals care about their networks or relationships, how subordinates, managers business people conduct their daily plans (Trompenaars,1994). In this study, for questions about cultural difference, respondents have replied about shyness of Indians when encountering foreigners, Punctuality, being focused on work, German's flexibility, being organized and in general carrying one´s self and performing in the workplace. They have explained those differences comparing the cultures of Indians and Germans.

The Indian respondents have compared their working habits, motivation of work, their focus on work and flexibility and timeliness with the Germans, this shows they have understood culture influences performance and how people behave in the workplace. Hofstede has also explained culture as the collective programming of the mind which distinguishes the members of one group or category of people from another (Hofstede, 2001). This definition also proves that culture really plays a great role in every day activity of employees. The respondents have mentioned the fact that Indians are shy is part of the culture and has its own consequence on their performance.

The other interesting points made by the respondents were the failure of some German managers who were not able to cope with the difference of the culture. Vielba (1995) stressed in his research that managers working beyond national borders need frameworks to assist them in interacting with employees and their counterparts from diverse cultures . This is useful in number of ways, starting from having a healthy relationship with employees to the better performance of the company and the enhancement of innovation. People are the product of their culture, and according to Hofstede values are the core of culture or values are the main and the most important element that a culture is built upon. As people are the product of their cultures, they also act and respond to different situations in a different way. Culture as the programming of the mind

distinguishes one group or category of people from another (Hofstede,1993). When managers understand what their employees value, it will be easy to identify what motivates them.
In our case, the failure of some German managers is due to failing to understand the new culture, what motivates the Indians, how do Indians like to work, how do they like to be appreciated or recognized . According to the Indian employees, the failed managers were not ready for a new way of working and were overwhelmed by the change. Mendez in one of her cultural dimension she named Clarity, she has categorized the Germans and the Indians at the opposite ends where Germans have a culture that is direct, which means they communicate their Ideas directly while Indians have Indirect kind of communication where they tend to keep positive environment by not criticizing others or communicate what they want in fear of creating uncomfortable situation.

Trompenaars categorizes Germans as Internal direction culture in his "Internal direction Vs external direction" dimension. This dimension explains a culture that believes one can control his or her environment and encourage outstanding personality even if it is aggressive. External direction type of culture believes in working with their environment and tend to get things done through relationship(Trompenaars,1993). According to Trompenaars, India belongs in this category. I argue that the best possible way should be to create some sort of learning process where both the Germans and the Indians can value and be abide by in the same level. In my opinion the other way to tackle cultural difference would be to create a knowledge management mechanism as Holden has suggested. He proposes a knowledge management (KM) approach as shown in figure 2 of this study. ''knowledge'' is the most important asset in a firm (Holden, 2002).I believe if BOSCH believes that Culture is a knowledge that can be learned and treat it that way, an ongoing cultural knowledge exchange would benefit both the Germans and the Indians in reducing frustrations.

5.2 What does the Employer and employee relationship look like for a German company in India

According to Hofstede, the level of respect subordinates have to their manager is high compared to other cultures, Specially Germany where the power distance index is so low according to Hofstede. It is both interesting and confusing to learn the Indian employees replying, "there is no big gap between employees and bosses". In a company where more than 90 percent of the employees, both the subordinates and the managers are Indians and the company its self is

located in India. In spite of the fact that literatures have stated India is high power distance country, respondents except one has claimed there is no much gap between bosses and subordinates, However, the German managers are aware that Indians are very respectful of Managers. One of the respondents mentioned above has explained the gap "culturally, in India, subordinates follow the Boss and adverse opinions are not spelt out directly, but will be communicated indirectly" while Germans give direct feedback. Mendez explained this phenomenon with her dimension Clarity, this dimension explains cultures that have direct kind of communication versus cultures with Indirect form of communication. She further explained cultures with direct form of communication address Issues clearly and they do not consider disagreements with their idea as a personal attack. Mendez has categorized the German culture as direct in their communication and India as Indirect communication. Even though most Indian respondents claimed there is no gap between employees and managers, one respondent has explained the situation exactly like Mendez.

The German managers have also replied they have found Indians to be very respectful of managers and they tend to keep comments to themselves and they try to indirectly give their comments. In my opinion the reason why few Indian employees reply there is no so much gap between Bosses and subordinates might have to do with maybe they have previous experience with forging managers, they have traveled or worked other places and they have overcome the cultural barrier or they just like to believe that they are not governed by culture and they are beyond that. My argument is that the question was not if there was a gap between German bosses and Indian employees but managers and subordinates in general and I highly doubt if "there is no much gap between managers and employees" is a true statement.

Hofstede studied that India scores high on this dimension, 77, indicating an appreciation for hierarchy and a Top–Down Structure in society and Organizations. But the opinions given by some of the respondents still need some insight on how they come to believe the other way around. critics and alternatives approaches has been on the way for the last two or more decades on the works of culture by Hofstede.

Scholars like Osland & bird(2000) claimed that the assumptions Hofstede use dare fixed or static and it was made on the assumption of values are difficult to change that would consequently made culture or national culture is stable overtime (Hofstede 2007). However, critics has it that the "static paradigm" is incapable of capturing cultural dynamics in a globalized community like our at present (Osland & Bird, 2000). In our case, and in this particular discussion on how

different respondent reply different answers for the issue that Hofstede has already settled can force us to look into different approaches, the fact that some of the respondents answered “not so much gap between bosses and subordinates” might have something to do with the change in the mind set of those specific respondents or their respective bosses into trying to adapt a more friendly environment in the workplace and avoid slowing innovation.

The other factor as presented by the dynamic paradigm thinkers like Fang is the fast growth of globalization can lead to standardized workplace cultures (Fang, 2006) This is also what I have observed when I called back those specific respondents. What I understood is those specific respondents were well traveled and have experience working in other international companies. Trompenaars and Holden has simplified the complexity of culture as any two extreme cases of being individualist and collectivist can exist in the same group of people who share the same cultural values.

The Point the German manager raised in this regard would also be worth discussion. He said he thinks that now day’s employees all over the world are coming to understand to obey same kind of rule. For the sake of the discussion we can think of it that they are coming to follow similar culture which is acceptable globally.

5.3 What is the working style of Indians compared to the Germans

Most of the respondents claimed Indians are better performing individually. This has been also repeated by the German manager who stated, “Indians perform better individually they are well in team work as well but the company encourages them to work in team”. According to Hofstede, India has a collective culture with a score of 48. A culture with this number is a society with collectivistic traits. This means that there is a high preference for belonging to a larger social framework in which individuals are expected to act in accordance to the greater good of one’s defined in-groups (Hofstede, 2001).Not only Hofstede but Trompenaars also explains cultures which encourage Individual work versus culture that encourages Communitarizm, he called this dimension “Individualism vs communitarianism” This dimension of culture according to Trompenaars can be generalized as ; Do people regard themselves primarily as individuals or primarily as part of a group? Do individuals want recognition for their accomplishment or do they let the whole group take the victory?

As mentioned above, both the Indian respondents and the German managers replied that Indians perform better individually. This shows the cultural influence is actually present at the workplace the fact that Indians are not direct communicators, they don’t value punctuality, don’t respect the

rules and their respect for hierarchy inhibits them to work freely in an Engineering Team in BOSCH. Indians are categorized as collectivist by Hofstede, Communitarizm by Trompenaars and untimeliness by Mendez, however when it comes to an Engineering team where you don't need social support and connection to pass your ideas or get things done, It actually make sense for the Indian workers to prefer to work Individually. We can assume that Indians in the current globalized world think and behave differently. One more point we might add up here is the reality of the advancement of technology and the fact that people who have the access like the employees of Bosch in India can and are able to find every information on their own through internet or books. According to Hofstede, "culture can be Learned not inherited" (Hofstede, 2006). He has also claimed that national culture is stable overtime because values are the core of culture and values are difficult to change. This idea can be contradicted by the pointes that are mentioned above as long as one agrees with the fact that culture is learned and not inherited.

The other point worth mentioning here is the researchers who have come after Hofstede and Trompenaars and the others who have treated cultural studies from a fixed point of view giving certain dimension which limits and simplifies the reality of the complexity of culture. Vielba and Holden have stated that culture should not be viewed from a fixed point of view which they labeled as static paradigm. In the dynamic paradigm, culture is seen as being made up of relations rather than as a stable system of form and substance (Soderberg &Holden,2002). Other researchers like Osland and Bird have also argued and proved the points that are discussed above about the previous cultural study approaches are based on changeability of the world "static paradigm" is incapable of capturing cultural dynamics in a globalized community like ours at present (Osland &Bird, 2000). As explained above as well, McSweeney and Tung have also strongly argued this paradigm is a pre- globalization and pre internet phenomena.

5.4 Perception of Time according to the German and Indian Employees

According the German managers they believe the time perception of Indians is different that what they are used to as Germans, and they stated it as the main difference between India and Germany. For the question about punctuality, the German managers responded "Indians do not care about time, they do not care for punctuality as long as they are there even if late and they believe in extending deadlines for projects". One of the Indian respondents has mentioned "we Indians do have a habit of coming to meeting late". Trompenaars dimension Sequential time versus Synchronous time explains the perception of time in different cultures, he explained this dimension by asking how things are done, one at a time or parallelly. In sequential culture time

is critical. Things get done one at a time and make sure each stage is completed before the start of another one an additional character of this culture is punctuality. According to Trompenaars, Germany falls in this category, Germans are Punctual and they perform their duty one at a time. Indians on the other hand belongs to Synchronous time. In synchronous time type of culture, people tend to do many things at once as a result they expect for deadlines to be more relaxed. Therefor according to Trompenaars, Indians and Germans perceive time differently and this affect project deadlines and slows production as well as Innovation. Mendez has also explained Time perception in her Dimension called " Organization" she explained it in terms of "Schedule" and " Flow" Schedule oriented cultures tend to take time seriously, they are highly organized, every detailed task is scheduled accordingly.

Mendez put the German culture as Scheduled while she categorizes the Indian culture as flow, people in the Flow kind of culture tend to arrive late for meetings, tend to multitask, fit the schedule in the task instead of the opposite, they do not mind arriving late to meetings and mostly tasks are completed just before the deadline. I believe that every evidence shows that Germans and Indians are different in their perception of time. This creates frustration on the Germans part and can slow slow projects. continuous training or a timed work travel to Germany for few Indian employees a year might be helpful for the Indians to observe the work flow and the importance of time and punctuality for the Germans.

5.5 Indians and German in terms of future present and past Orientation

This is also explained by Philip R and Jhon L(2001). They have explained perception of time as polychronic time and Monochronic time perception, they have classified different cultures on the basis of their perspective on time, and they have classified low context cultures as Germany, USA as M-time culture and countries with high context culture like India and south Asia as P-time culture. The p-time culture takes short term view of organization and its goals. While M-time culture takes long term view of and emphasis long term organization planning (Philip &John , 2001) the German managers have explained about the short-term view of the Indian employees and its effect in innovation and long term planning. This can affect the organization in to making long term plans and at the same time inhibit employees into making long term commitment with the organization and lower the opportunity of innovation.

5.6 Cross-cultural management in case of BOSCH in India

For the question raised how it is to manage companies in India and Germany, The German managers have claimed to manage company in India is rather a difficult task “Managing in India means managing multi- tasking, fire-fighting, not meeting deadlines, struggle on punctuality in general it means managing uncertainty. It requires more energy and managerial capability than managing in Germany. Indian respondent themselves said it is difficult to manage a company in India due to bureaucratic way of working. And they believe judging from the German managers work ethic, Germans are fast decision makers and decision making should be easy in Germany. However, the German managers have stated if there is a standard way of managing or rule it should be easy to do so. For the sake of the discussion we would raise what researchers have said about organizational culture.

Organizational culture is the pattern of shared values and beliefs that support individuals comprehend organizational functioning, and thus provide them with standards for behaviors in the organization” (Deshpande and Webster, 1989). Here we can raise issues like who is more responsible to create the organizational culture? Is it the people who work in the company or is it something that is casted down on them? Gibson in his study explained organizational culture is not something to be learned or understood overnight, it is a long time work (Gibson, 2000) he has further explained even though policies don’t change how people think, still managers should meet frequently and asses and develop company policies that can infiltrate in employees minds. He has given examples like “safety first”, “doing it right the first time” and other inspiring policies which all company employees can be abide with.

To what extent does the national culture influence on the organizational culture is also another issue. In our case, most of the respondents have claimed Bosch has a standard way of running its facilities and they all follow the rules and are abide by the company policies. They have also said the fact that they follow the rules makes them to work in harmony with everyone and they tackle the culture difference with the Germans because of standard company’s rules.Even though the respondents have claimed they have tackled the cultural differences. In other question related to performance, management and time they have replied cultural differences exist and both the German and the Indians are work in progress. They have even mentioned there are German managers who were overwhelmed with the change and had to leave their positions and go back to Germany. Some respondents have also mentioned some Talented Engineers had to leave their Job due to miscommunication

This shows me cultural differences do exist and they create Issues in the interaction of the Germans and the Indians. However, how long people from both cultures stay at the Job it depends on the tolerance of the managers or how much the employees want the job. I believe a proper cross-cultural management approach would resolve or minimize the Issues and create a more cordial environment.

6 Conclusions

In this section, the overall conclusion of the study is presented, research questions are answered, and the aim of the research is addressed. Societal implications and managerial implications are presented in addition to the limitation of the study and suggestions for future study.

6.1 Answering Research questions

To answer the question "*Are there cultural differences between India and Germany?*". The Author of this study concludes there is a significant cultural difference between Germany and India based on the responses of the questionnaires by the Indian and German employees and the empirical findings presented. The author of the study has referenced different research on culture specially those of Hofstede, Trompenaars and Mendez to compare and analyze the participants responses and the empirical findings in general. And the literature review laid out in the second chapter. All the respondents have mentioned that they observe a lot of cultural differences between the German and the Indian counterparts.

To answer the question, "How *does national culture affect an individual's performance and communication at the workplace?* - The majority of the respondents have admitted that their culture has a significant influence on their performance. They have explained about their level of clarity in their communication, time perception, meeting deadlines, decision making, their working habit or style in general, their performance is influenced by their culture.

To answer the question "*How should Companies prepare to successfully manage a cross-cultural team*" - This study has extensively presented a number of researcher's work on culture, cross-cultural teams, and cross-cultural management. Companies should have a sound approach to cross-cultural management that should put into consideration the type of business, the type of employees they want to attract, and the country they are going to be located in. In the case of BOSCH, it is recommended that it should give its managers cross-cultural training, not just a do's and don'ts of Indian culture but training that can simulate the Indian working environment "area simulation approach is well explained in this paper and can be referred as needed.

6.2 Contribution to the Field of Research

6.2.1 Theoretical contribution

The Author has made a theoretical contribution by comparing the three notable researchers on Culture: Hofstede, Trompenaars and Humpden-Turner, and Mendez. Even though the researchers have conducted their researches at different times, the Author observed the similarities and the

differences and presented their concepts by condensing them where they are similar and showing their differences when differences were found. This also contributes to show if culture can actually be measured in terms of dimensions and where the "dimension way" of measuring culture also fails.

Even though there are numerous studies on culture and cross-cultural management, each study focuses on certain countries and might not necessarily cover Germany and India. This study has contributed to the cultural studies by adding this Combination of countries (German and India) and their cultural comparison and how it affects their relationship in a team.

6.2.2 Managerial contribution

The Author has discovered that there is a lack of proper training both for German managers and Indian employees on how to interact with each other. Observing from the phone conversations, the Author has observed that some Indian employees have struggled to answer some questions regarding the cultural difference. This shows that there is no cross-cultural training. Some respondents have also replied the company has lost great Indian engineers and even German managers due to clashes over management styles. The German managers have also replied they were shocked with the living conditions of India.

This shows managers need to be properly trained to manage a cross-cultural team in more detail than being given a hand out on do's and don'ts of a host country. They should also be prepared on their expectation of what they would find in the host country.

Managers should also facilitate continuous cross-cultural training for their employees if possible by sending certain employees to Germany to observe the culture and the work style in general.

6.2.3 Societal contribution

This study contributes by adding additional knowledge to the existing Cultural and cross-cultural studies. This is a specific study on BOSCH in India, and there is no other study made on this subject in this company prior to this one; therefore, the author hopes common people and students find this study informative if they want to study where Germany and India stand in terms of popular cultural dimensions, how a cross-cultural team comprised of those two cultures works together and what can be done to address issues that arise due to cultural difference. They might use this study as a reference or a base to do further study or related study in the subject matter.

6.3 Critical Reflection

This study has limitations, some of them are: It is a qualitative study that is done on one company BOSCH in India Banglore, in addition, the sample size of the questionnaire respondents were only 20, the method used was a questionnaire and phone call. The above reasons limit the scope of the study as information might not be communicated thoroughly and clearly. The sample size also makes it difficult to decide if the responses from the participants are shared by all Indian Employees and German employees.

The Author has also realized that it would have been better if the cultural dimensions were included in the questionnaire for the employees to grade themselves. This would have given more direct feedback and would have been easy to compare with the previous researcher's works. Hence, the author suggests other authors do the same study with improved questionnairs in different culture and see if that can be more productive.

6.4 Suggestion for Future Research

Business are being done globally and remote working is becoming a trend. Managing a Cross cultural team working remotely can be challenging. There is a gap in studies about how culture affects people’s communication while working remotely and how it affects performance. Such a study can be helpful by providing insight on how Cross-cultural team working remotely should be managed.

Appendix A

Questionnaire for the German managers

[1] What is the name of the branch Bosch Company in India? What kind of things do you produce there?

[2] What was your position?

[3] How long have you worked in the company located in India?

[4] In which part of India is the Bosch facility you worked in located?

[5] When was it found, and how big was the size by then?

[6] Do you have customers In India? Or you export your products?

[7] How do you describe the working culture in Germany? It can be in terms of formality of meetings, how frequent meetings are held? How responsibilities and information are shared? How colleagues interact, dressing code?

[8] How do you describe the working cultures in India?

[9] What is the main difference you see between your home country and the host countries? It can be in terms of infrastructure, economy, and administration

[10] Does BOSCH have the policy of standardizing the way of management in each of its offices? Or do you decline to adapt to how things work in other countries? Who are your customers when you operate in other countries?

[11] How do you address the cultural differences in India? Do you give any cross-cultural training for your staff in the host country India?

[12] Did you face any cultural shock while you were there?

[13] How many German staff are there in your Indian facility? What about Indians

[14] How is the management team constructed? (Optional)

[15] In which post of the management do you have Indians?

[16] Was there a big cultural difference between the German and the Indians?

[17] How do you describe inequality in Indian society that means? The distance between boss and subordinate

[18] How do the Indian workers' function? Are they good team workers? Or do they perform better individually? How did you judge the behaviors of the Indian workers? Was it advantageous or disadvantageous for their performance?

[19] What did you expect from the Indian workers when you go there? Did your imagination met with the reality

[20] How many female employees do you have? Did you see any difference in performance between males and females?

[21] Have you noticed any stereotypes towards woman workers?

[22] How do you describe the role of women there in the workplace?

[23] Can you say you have successfully tackled the cultural difference between your home and host country in terms of organizational culture, which means, in general, how the company is managed?

[24] Was cultural difference an issue to you when you were first assigned to India? How did you prepare yourself before you go there?

[25] What do you say was the most difficult condition to manage in the facility in India?

[26] India is a multi-cultural society. Were holidays, religion, and the caste system in any way a problem in your communication and company's performance? Do you have any special rules to manage these conditions?

[27] How do you explain the difference between managing a company in India and Germany?

Appendix B

Questions for the Indian employees

1. What is the name of the branch Bosch Company in India? What kind of things do you produce there?
2. What Is your position
3. How long have you worked in the company?
4. How many Indian staff are there in your facility? Separately in the management and in the shop floor
5. What motivates Indian employees to do better?
6. How do you describe the working culture of India? in terms of
   - Formality of meetings
   - Punctuality
   - Prefer working in a group or Individually
   - How colleagues interact,

7. How do you describe the working cultures of the Indian Employees? In terms of Meeting deadlines, sharing knowledge,
8. How much do you know about the German culture?
9. Have you ever been to Germany? If so, what difference did you observe between India and Germany?
10. Was there a big culture difference between the Germans and the Indian employees?
11. How do you address the cultural differences in India? How different do you think Indians are in terms of working culture from Germany? Did you have any difficulties in adjusting to the companies working culture?
12. Do you believe that Bosch has a standardized way of managing its facilities everywhere it has branch? Or do you think the company in Germany and India are run in a different manner?
13. Did you face any cultural shock while working with the Germans, or maybe while you were in Germany? If yes, please explain. If no how did you get familiar with the German culture first hand?
14. How is the management team constructed? (optional): Pyramidal
15. How do you describe the relationship between Bosses and subordinates in Indian society? what is the level of respect
16. Every country has its own culture. Some are considered good, and some are not. What do you say is a good culture of Indians? What do you consider “not good”?
17. What did you expect from the German managers when you first start working there? What difference have you noticed personally?
18. How do Indians show their success or achievement
19. Do you think what we can observe in BOSCH Ltd here in Bangalore is somehow similar?
20. Can you tell me some things about what is the common perception in India about working with foreigners? How is it approached?
21. What is your information about what the foreigners' expectation of Indians is?
22. Can you say the German managers have always been satisfied with the Indian team? Do you recall any incident they weren’t? In terms of working culture clash or working habit?
23. India is a multi-cultural society. Were holidays, religion, and the caste system in any way a problem in your communication and company’s performance?
24. As an Indian, what do you want the German managers to do things differently?
25. What is the main difference between working for an Indian owned company and an international company in India?

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