

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

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DEPARTMENT OF HUMANITIES



DIPLOMA THESIS

Cultural Awareness

—

Czech and Indian cross - cultural business communication

Author: Dana Moravcová

Supervisor: Mgr., Ing. Zagata Lukáš, Ph.D.

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Declaration of Integrity

Herewith I declare that this bachelor thesis called “Cultural Awareness – Czech – Indian cross – cultural business communication”, I assessed on my own with the usage of knowledge from the listed literature and with the help of my supervisor.

In Prague, 31.3.2014

Dana Moravcová

Acknowledgement

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In Prague 31.3.2014

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Cultural Awareness

–

Czech and Indian cross - cultural business communication

Kulturní povědomí

–

Česko Indická mezikulturní obchodní komunikace

Summary:

The aim of this diploma thesis is to find how the Czech culture is perceived by Indian culture and vice versa in business. Interaction with a foreign country could cause a cultural shock. After reading this thesis employees should know the main characteristics of the Czech and Indian culture before interacting during business purposes. The literature review talks about the concept of culture, based on Hofstede's definition, one of the most cited authors in the area of cultural dimensions and Gesteland who is a leading expert in the field of cross – cultural communication. You will find guidelines and descriptions of what culture is, its fragmentation and negotiation with different cultures, which is really important in business purposes and communications. For the purpose of this thesis were used open questionnaires about cultural shock in dealing with different cultures, which were distributed in companies in the Czech Republic and India which were directly dealing together. The results of the analyses will be the characteristic features of the negotiation with different culture.

Key words: culture, multicultural environment, Hofstede, cultural dimensions, culture shock, Gesteland, cross – cultural communication, negotiation

Souhrn:

Základním cílem diplomové práce je zjistit, jak zaměstnanci v českých firmách vnímají indickou kulturu a naopak, jak zaměstnanci indických společností vnímají českou kulturu. Jakákoliv interakce s jinou zemí může způsobit kulturní šok. Po prostudování diplomové práce, zaměstnanci ve firmách získají náhled na základní charakteristiku české a indické kultury, která jim pomůže zlepšit komunikaci s odlišnou kulturou před zahájením obchodu. Literární rešerše pojednává o konceptu kultury, který je vyjádřen výzkumem pana Hofsteda, jedním z nejúznávanější autorů v oblasti charakteristiky kultury a dále pak pana Gestelanda, který je váženým expertem v oblasti mezikulturní komunikace v obchodě. Teoretická část je strukturována na rozdělenu do sekcí, které pojednávají o pojmu kultura a její rozdělení a dále pak vyjednávání s jinými kulturami, které je velice důležité jak v obchodě tak i v komunikaci.

Pro dosažení cíle diplomové práce byly použity otevřené dotazníky, které se zabývají kulturním šokem v relaci s jinými kulturami, které byly distribuovány jak v českém tak indických společnostech, které spolu napřímo obchodovaly. Výsledek analýzy bude charakteristika rysů a znaků vyjednávání s jinými kulturami.

Klíčová slova : kultura , multikulturální prostředí , Hofstede , kulturní dimenze , kulturní šok , Gesteland , mezikulturní komunikace , vyjednávání

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1 INTRODUCTION

As the first effects of Globalization the study of cultures began. Today in the twenty-first century, a question emerges if all cultures are equal and it is effected by opportunities of easy traveling the world in no time. From the historical point of view some cultures have some similarities that can be observe but as the world is separated into continents and countries, by developing in time the differences are significant. In the book Clash of Civilizations written by Samuel P. Huntington, he proposed that the modern world will not be define by borders but by cultural and religious identities and traditions. As English started to be the “world language” we can interact with different cultures during our stay abroad on holidays or due to work duties. The result of not knowing the culture and the religion that we are interacting with can cause conflict and misunderstandings. In business point of view, even using common language, many deals fail because of not knowing the cultural differences and behavioral patterns. To know the differences and cultural behavioral patterns as also to know foreign language are very important issues in multinational companies to understand cross-cultural behavior. Not just managers but also international business can gain great advantage and success to know all issues that can happened during negation or interacting with different culture.

I believe that in nowadays business environment generally European and Indian cross-culture behavior and negotiation is an important topic due to the high migration and integration of different cultures, within working environments in international companies and by travelers coming in the country. Travelers and businessmen should better understand the differences between cultures and their values to avoid any cultural shock conflict.

2 OBJECTIVE AND METHODOLOGY

2.1 OBJECTIVES

As is mentioned in the introduction, due to globalization processes nowadays travelling around the world and working in international companies and environment is very usual.

These processes inevitably lead to conflicts between cultures and result in culture shock. One should be well - educated in cross - cultural communication and behavior to be successful manager or company at the international company level. This outline can be helpful when interacting with another culture. Therefore, the purpose of my thesis is to provide a basic understanding of cross - cultural communication, cultural habits and behavior patterns. Theoretical framework is guidelines in this research, which helps to get easily to the topic of research without studying other documents. The importance of theoretical frameworks is because people do not have preconceptions, even if they are very general in the environment. In addition, the theoretical framework also delivers pure information about the culture and its differences and how to understand people from different backgrounds. Subsequently, all thoughts of culture will be based on Czech culture and Indian culture.

The second part of the diploma thesis, is my own primary data, describing the main characteristic of the Czech culture viewed by Indians and Indian culture viewed by Czech culture and the interaction together as working team in the form of opened questionnaires based on interactions between these two cultures. The answers will be highlighted to support my own conclusions.

2.2. METHODOLOGY

2.2.1 Hypothesis

The theoretical framework is based on the leading scientist in culture and culture dimension, Geert Hofstede, and Gesteland and his Cross – Cultural behavior. The research of Hofstede gives insight into other cultures. The research was performed around the world in almost every country, in other countries the research was made of the predicted value. How is divided the business environment the research of Gesteland brings out. My goal is to find out whether my research corresponds with research Geert Hofstede and Gesteland. My hypothesis is to find similar results.

2.2.2 Research methods

My research should show the similarities and differences of Czech and Indian culture and it's problematic in business communication and behavior.

The research will be based on questionnaires and the results would be the outcome of an extensive qualitative and quantitative analysis. During my internship in international company I had the opportunity to face the interface between Czech and Indian culture in business environment. I found out on my own the differences and similarities between these two cultures and wanted to make deeper analysis of the situation and make general ideas. The questionnaires is based on more than 2 years cooperation between Indian and Czech culture and reflection the expectation of negotiation and real cooperation between them. The questionnaires were made by open questions. Questions were selected to make the structure of the questionnaire in selected topic and to be easily analyze.

The research is made in 2 steps. The first one is to go question by question and analyze the answers of the respondents. In the second step, every respondent will be analyze by his/her answers to see the complex problematic as affection and perception respondents on communication with different cultures.

Consequently, the questionnaires were decoded by highlighting the same parts more relevant to the research questions. These parts highlighted positive and negative opinions. Although some of the answers in the questionnaires were difficult to decode due to hidden meanings. The parts of the answers that shared similarities were decoded by same color.

3 THEORETICAL FRAMEWORK

3.1 CULTURE

Anthropologists and other experts agree that the meaning of culture is an ongoing debate. Looking back at the history of the word "culture" we find the original Latin word "agri cultura", which means education and the cultivation of a country. The Roman philosopher Marcus Tullius Cicero gave a new meaning to the concept of culture "culture of spirit". This title describes culture as a characteristic of human learning. Abstract notion of culture probably comes from the German word "die Kultur". This word is from 18th century and was used in the sense of civilization. In Anglo-Saxon the word culture was used at the beginning of 20th century. In our country, an abstract form of the term "culture" describes the noble human activities, in particular artistic character. [9] [1]

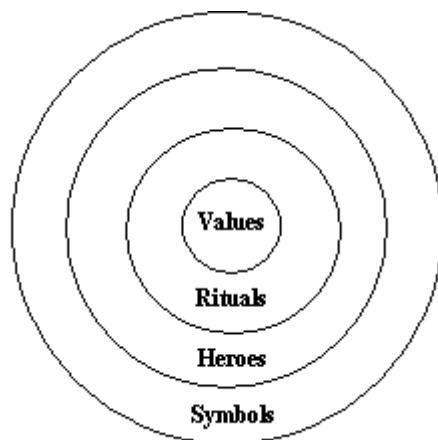
Anthropologists and other experts agree that the importance of culture is an ongoing debate. Historical meaning of the word "culture" in Latin we can find word "agri cultura", which means the cultivation and education of the country. Roman philosopher Marcus Tullius Cicero gave new meaning to the concept of culture "culture spirit." This title describes culture as a property of human learning. Abstract concept of culture probably comes from the German words "Die Kultur". This word is from the 18th century and was used in the sense of civilization. in Anglo-Saxon culture the word was used in the early 20th century. in our country, the abstract form of the concept of "culture" describes a noble human activity, particularly artistic character. [1]

Culture is an abstract term and it is hard to define and different people have different opinions about it. According to Northouse, culture can be learn as learned beliefs, values, rules, norms, symbols, and traditions that are common to a group of people. He also means that these shared qualities of a group make them unique [8] and Lederach define culture as: "*Culture is the shared knowledge and schemes created by a set of people for perceiving, interpreting, expressing, and responding to the social realities around them*" [5] (p.9) [1]

Human behaviour, his behaviour and recognition of values is determined by many factors. The first is the very essence of man's basic physical and mental functioning. This matter is common to all people. The result of a culture is how people integrate into the society and how to express their emotions. The negotiation and behaviour of each individual is uniqueness, which is result of heritage embodied in his genes, which is influencing their behaviour and modifies. Cultural differences signify different ways. [14] [1]

Culture is seen as onion layers. The most visible manifestation of culture is symbols. More deep manifestation of culture is rituals and the core of the onion is values. [9] This concept is developed by Geert Hofstede, he used manifestation of culture using four levels called “Cultural Onion”

Figure 1:Manifestation of culture



Source: HOFSTEDE G., HOFSTEDE, G.J. *Cultures and Organizations: Software of Mind*. McGraw – Hill, 2005, ISBN: 0-07-143959-5

Hofstede describes the four layers of culture:

Symbols are the most visible and external part of a culture and can be seen by others of the same and different cultures as words, gestures, pictures, or objects which have specific meaning and they are recognized by a specific culture. Due to new technologies and fast

communication new symbols are easily developed and old ones disappear and also share and copied by other cultures.

Heroes can be persons that are dead, alive, real or imaginary. These persons are respected by the specific culture and provide behaviour model and the model can be taken over to the heroes' audience. Some of the heroes are well known over the whole world but they do not change as fast as symbols so they are more important than symbols for an specific culture. Heroes can be ranged from presidents to comic book characters.

Rituals are more important than heroes because heroes just show a model but rituals are collective activities, very important for human beings making them feel that they belong somewhere because many practice them. They are therefore carried out most of the time for their own sake as ways of greetings, religion, social ceremonies.

These 3 layers of the culture as symbols, heroes and rituals are arranged under the term *practices*. They can be observed by people from outside almost everywhere. Their cultural meaning is however invisible and can only be interpreted by the initiated and be changed by time.

Values are the core of a culture. Therefore they often cannot be discussed, nor can they be directly observed by others. Values can only be inferred from the way people act under different circumstances. Values are feelings which are either positive or negative which can be preferred or not. These values are:

Figure 2: examples of values

Evil	Versus	Good
Dirty	Versus	Clean
Ugly	Versus	Beautiful
Unnatural	Versus	Natural
Abnormal	Versus	Normal
Paradoxical	Versus	Logical
Irrational	Versus	Rational

Source: HOFSTEDE G., HOFSTEDE, G.J. *Cultures and Organizations: Software of Mind*. McGraw – Hill, 2005, ISBN: 0-07-143959-5

Values are not inherited but they are acquired early in life in childhood and they make the guidelines about how you should behave in your own culture. The values are carried from the parents onto their children. As I have already mentioned; symbols, heroes and rituals can be change during the lifetime (adolescents vs. grandparents) but values cannot. Once you learn the values, between the age of 0 – 12 years, the values will stay the same or change a little bit for the rest of the life. [3] [1]

3.2 GEERT HOFSTEDE

Hofstede, one of the most important writers and sociologists, studied the interactions between national cultures and organizational cultures. Geert Hofstede is an author of several books such as *Culture's Consequences* and *Cultures and Organizations, Software of the Mind*. Hofstede's study demonstrated that there are national and regional cultural groupings that is affected by the behaviour of societies and organizations, and that these are persistent across time. [13] He defines culture as "*Culture is the collective programming of the mind which distinguishes the members of one category of people from another.*" [12] (p. 51). Thanks to Hofstede's research have shown the insight of other cultures, it can help business people and travellers become more aware of culture differences during their interaction with other cultures and environments. [1]

3.3 DIMENSIONS OF NATIONAL CULTURES

The Hofstede model of Cultural Dimensions can be useful when you would like to analyze a country's culture. These ideas try to define different cultures. First based on a large research project made in a multinational corporation - IBM - where Hofstede worked. This research started in the 1960s and was conducted in all countries where IBM existed. Hofstede focused on those dimensions that lead to a different understanding of the basic parameters of people's lives and are reflected strongly in their work, organizational management and communication methods. Subsequent studies by others covered students in 23 countries, elites in 19 countries, commercial airline pilots in 23 countries, up-market consumers in 15 countries, and civil service

managers in 14 countries. Together these studies identified and validated four independent dimensions of national culture differences and the fifth dimension was added later. [1] [12]

These five dimensions of national culture are useful in identifying the culture, but there are however few things to be considered.

Firstly, the research was made on the average of the country which is not relating it to individuals of that country. Even though this model has been proved as correct model when applied to the general population, it should take into account that some individuals or regions do not fit in this model. It is a guideline to understand the differences in between cultures but it is not written law. As always there are exceptions to the rule.

Secondly, how accurate are the data? The data have been collected through questionnaires, which have their own limitations. Not only that, but in some cultures the context of the question asked is as important as the content itself. Especially in group-oriented cultures, individuals might tend to answer questions as if they were addressed to the group he/she belongs to. While on the other hand in the United States, which is an individualistic culture, the answers will most likely be answered and perceived through the eyes of that individual.

Thirdly, the research was made in 1960s and one can think that this research is old defining cultures; cultures are changing in time, not rapidly, and depend on each other so we can use this method nowadays. [1] [12]

3.3.1 Power distance index (PDI)

This indicator reflects the extent of acceptance of the fact that power and wealth are unequally distributed in society. It thus reflects the extent to which society accepts and also expects inequality. Some of the cultures are more unequal than others. [1] [14]

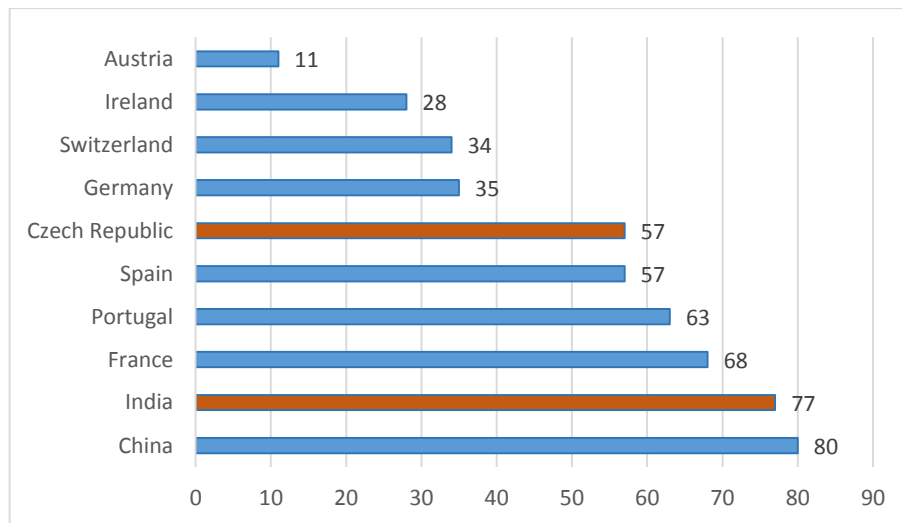
High power distance is reflected in lives in the whole society (in politics, family, school, employment). Inequality between people is generally accepted and respected. Those who have power, show it to the outside by purchasing expensive or luxury items. Power is based on family

or friends, charisma, and ability to use force. If you are working with or going to a country with a higher PDI than yours then you should give clear and explicit directions to those working with you. Deadlines should be highlighted and stressed. You should be more authoritarian in your management style. Relationships with staff may be more distant than you are used to and expect to encounter more bureaucracy in organizations and government agencies. [1] [10]

The antithesis is society with lower values of PDI index, where the primary motive is equality. All have equal rights. The accumulation of power is considered a harmful. They want to look less powerful and not exposed to the admiration of their power to others. The preponderance at work is teamwork. This is society with a large share of middle class. Power is based on formal position, expertise, and ability to give rewards. If you are working with or going to a country with a lower PDI than yours don not expect to be treated with the usual respect or deference you may be used to. People will want to get to know you in an informal manner with little protocol or etiquette. Involve others in decision making. [1] [3], [9], [10]

The table below “represents Hofstede’s power distance index and refers to the relative position of countries in relation to their power distance. Countries at the top of the table have larger power distances, where as those at the bottom have smaller power distances.”

Figure 3: Power distance index



Source: HOFSTED E G., HOFSTED E, G.J. *Cultures and Organizations: Software of Mind*. McGraw – Hill, 2005, ISBN: 0-07-143959-5

3.3.2 Uncertainty avoidance index (UAI)

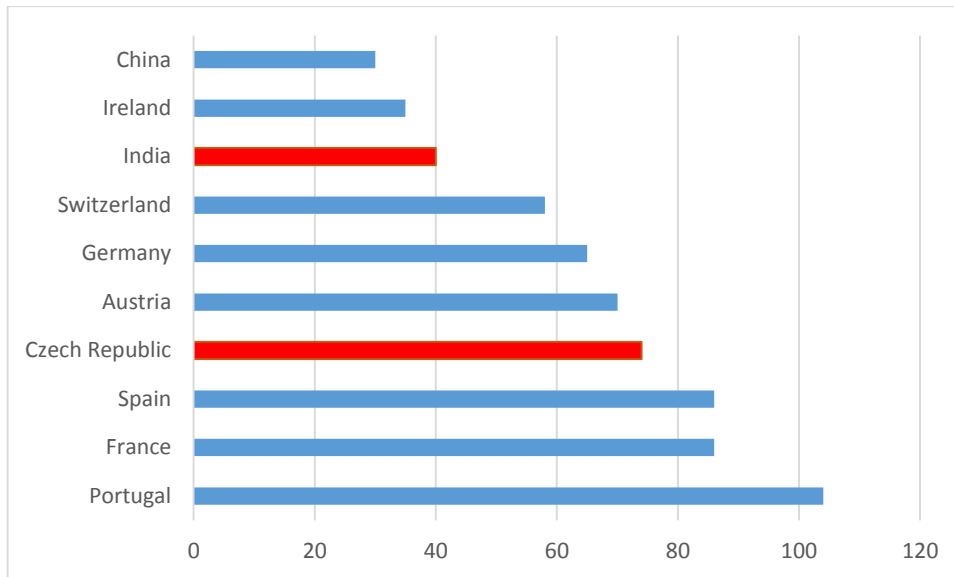
People naturally feel threatened by uncertain or unknown situations and about the future. All cultures have developed their own way how to avoid the uncertainty. Some of them avoid by laws, technology or by religion. [1] [14]

Countries of strong uncertainty avoidance are usually countries or cultures with a long history. These cultures don't like to lose control and they prefer things to remain easy and simple. When confronted with an unknown situation they become anxious. That's why employees stick to the same job for their whole lives. Also they are characteristic of the amount of the detailed laws, decrees and regulations. People inside the country adopted and implemented the regulations and laws. Students are comfortable in structured learning situations and concerned with the right answers. Innovative products have difficulties in these cultures because people do not adhere to them because they're new and unknown. It is important to advertise so that people are familiar with the products. [1] [3], [9], [10]

Countries with low uncertainty are a normal feature of life and each day is accepted as it comes. Usually countries with young history and the population are more diverse due to immigration, small quantity of laws and regulations. Uncertainty and change are considered as a common part of life. These cultures motto can be: What is different it is curious. Employees tend to change the employer more frequently. They seek to legislate fewer areas of human interaction and tolerate differences better. [1] [3], [9], [10]

The table below “represents Hofstede's Uncertainty avoidance index and refers to the relative position of countries in relation to having strong or weak uncertainty avoidance cultures. Countries at the top of the table have very low uncertainty avoidance; where as those at the bottom have very strong uncertainty avoidance.”

Figure 4: Uncertainty avoidance index



Source: HOFSTEDE G., HOFSTEDE, G.J. *Cultures and Organizations: Software of Mind*. McGraw – Hill, 2005, ISBN: 0-07-143959-5

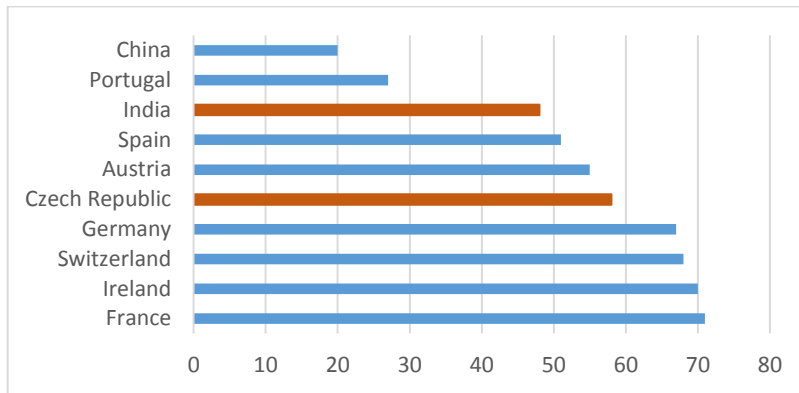
3.3.3 Individualism vs. Collectivism (IDV)

In individualist countries the individual has a strong awareness of independence, privacy and individual fulfilment. The organization structure is more discrete and leeway in its approach to the profession. Each individual is entitled to their own opinion, which is not only respected, but also expected. Open, assertive communication, as well as a clash of views is considered to be obvious and eligible. Laws apply to all equally. In each individual job is assessed individually and will be awarded with bonuses. Children are learning to think in terms of “I” and not in terms of “we”. They are more self-sufficient and they prefer living in their own homes in the economic system role of the state is restrained. [1] ,[3], [9], [10]

A collectivist culture is dominated by loyalty and responsibility for the group as a whole above self-interest of individuals. The main concern people are achieving compliance. The group or groups may invade privacy of life outside. The opinions of the individual are more or less the view determined by the group and also laws and rights is differed by group. Expected to check with each employee will act primarily as a loyal member of the team. In economics system the state has the dominant role. [1] ,[3], [9], [10]

The table below “represents Hofstede’s Individualism index and refers to the relative position of countries in relation to having Individualistic or collectivist cultures. Countries at the top of the table have strong individualistic cultures, where as those at the bottom have strong collective cultures.”

Figure 5: Individualisms vs. collectivism



Source: HOFSTED E G., HOFSTED E, G.J. *Cultures and Organizations: Software of Mind*. McGraw – Hill, 2005, ISBN: 0-07-143959-5

3.3.4 Masculinity vs. Femininity (MAS)

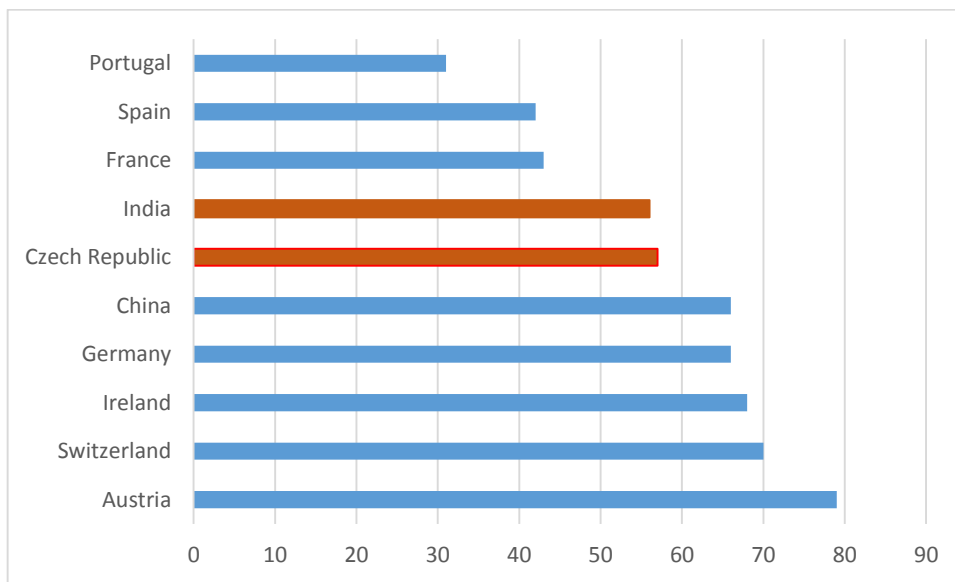
This indicator shows the distribution of roles in society. Male and female values play an essential role in each culture. Both sexes are attributed to certain characteristics and behaviours that society expects from them. Masculine cultures are directed to the typical male values - assertiveness, strength, wealth, heroism. In contrast, from feminine cultures are expected to take care of home and family. [1], [13]

If the culture values are masculine they prefer power, performance, strong leadership and decisiveness. Feminine cultures are more tolerant than masculine cultures (mother forgives more than a strict father). The working environment in the masculine culture is characterized by greater assertiveness; directness in meetings, natural is competition among employees. The company is more focused on results, the objectives for customers. Since supervisors are expected to resolve specific problems, is needed high assertiveness and direct the appropriate action. The masculine culture increases willingness of consumers to purchase foreign goods. [1] ,[3], [9], [10]

Prosperity and social care is typical of feminine culture. Emphasis is placed on the human dimension of values and behaviour. A distinctive feature is not exaltation of excellence. The company recognizes the modesty and decency in interpersonal relationships. The emphasis is set on importance of tranquil and homely working environment. Issues are solved by compromise. For these companies is very common jealousy on the success and uniqueness of others. To purchase behaviour is important as agreement between the partners in household decisions to purchase durable goods. [1] ,[3], [9], [10]

The table below “represents Hofstede’s Masculinity index and refers to the relative position of countries in relation to having masculine or feminine cultures. Countries at the top of the table are very masculine, where as those at the bottom are very feminine.”

Figure 6: Masculinity vs. femininity



Source: HOFSTEDE G., HOFSTEDE, G.J. *Cultures and Organizations: Software of Mind*. McGraw – Hill,2005, ISBN: 0-07-143959-5

3.4 CROSS-CULTURAL BUSINESS BEHAVIOUR

Mainly business people as managers who live in foreign countries need to know the cross-cultural communication. Without knowing the base of the cross-cultural communication they cannot negotiate the best conditions for their companies. Also it is helpful for social workers and teachers to handle the integration of immigrants and minorities to the society and for people in international offices. [4] Nowadays the cultures are already mixed with others but each culture still keeps its own values so culture differences will never disappear. Because of this, the managers should study and understand the cross – cultural communication for understanding their colleagues, for negotiating in the business not to fall down the business. It means that no culture can be the same but according to Lewis research he found something different: “...inhabitants of any country possess certain core beliefs and assumptions of reality which will manifest themselves in their behaviour. Culture, in the sense that it represents one’s outlook and world view, is not, however, a strictly national phenomenon.” [5] (p. 3) [1]

- **Deal-focused cultures** versus **Relationship-focused cultures**
- **Formal cultures** versus **Informal cultures**
- **Monochronic cultures** versus **Polychronic cultures**
- **Reserved cultures** versus **Expressive cultures**

3.4.1 Deal-focused cultures vs. Relationship-focused cultures

This is one of the important divisions of the cross-cultural business behaviour if you would like to make international business. The most of the failures of the business negotiations come from the misunderstanding of how behave with different cultures. “The conflicts arise when deal-focused export marketers try to do business with prospects from relationship-focused markets. Many Relation Focused people find Deal Focused types pushy, aggressive and offensively blunt. In return Deal Focused types often consider their Relation Focused counterparts dilatory, vague and inscrutable.” [1], [2]

Deal focused cultures never make the business directly with strangers. For the first initial contact you need third party to introduce you to the company you would like to make a business because they prefer communication with someone they know as friends or relatives. In these countries you have to gain trust and then you can deal with them. It can happen that after small talk your business can get down if you do not know how to negotiate.

On the other hand deal focused countries are the opposite. They make the initial contact directly and they are open to strangers. They like to do the business in a clear communication, immediately without wasting time. They rely on the written agreements to prevent misunderstanding. [1]

3.4.2 Formal cultures vs. Informal cultures

Formal cultures are based on the status, hierarchies, power and respect and status difference while in informal cultures are supposed to be more status equal and not as much focused on power distance. If formal cultures make a business with informal cultures they think that the informal cultures behave impolite. [1]

3.4.3 Monochronic cultures vs. Polychronic cultures

This division is also call Rigid-Time vs. Fluid-Time Cultures. The term monochronic vs polychronic invited Edward T. Hall. Monochronic cultures are cultures clock-obsessed, schedule worshipping cultures. All meetings are scheduled, start on the time and the meeting are interrupted very rarely. Against the polychronic cultures they are less emphases on strict punctuality and the deadlines are more flexible, loose the scheduling and the meeting are not structured (start on item 5 instead of 1) and some of the meeting can take place simultaneously. [1]

3.4.4 Reserved cultures vs. Expressive cultures

In reserved cultures the conversation is not so loud, it is soft and almost none of the interruption. The gestures and facial expression during the conversation is almost not seen and people from the expressive cultures can be confused what they think about the talking topic.

Also people from reserved cultures are avoiding the eyes contacts. The opposite is the expressive cultures, people speak loud, interrupt each other and they feel uncomfortable during the silent during the conversation. Expressive cultures use a lot of gestures and facial expression and people from the reserved cultures can mean that they are out of control or have a fight. [1] ,[2]

3.5 CULTURE SHOCK

Cultural shock occurs when people are confronted with something with is unknown and foreign and also because are losing all familiar signs and symbols of social intercourse. In our original culture there are the thousand and one ways in which we orient ourselves to the situations of daily life: when to shake hands and what to say when we meet people, when and how to give tips, how to give orders to servants, how to make purchases. And it comes in one hand in adaptation into different cultures. During the first moment of adaptation we can feel confused, frustrated, feeling isolated and becoming depressed. [1]

To avoid or minimized the cultural shock we can get prepared by reading stuff about the country we are going, talking with people who know the country and to be open – minded about new experiences. [1] ,[7]

Not just a single incident can result into cultural shock, it is a psychological confusion which occurs when too much things in our life is changed and unfamiliar as acting, thinking and valuing.

- Confronting a new environment or situation
- Ineffectiveness of intercultural or interpersonal communication.
- Threat to emotional well-being.
- Need to modify behavior to regain positive reinforcement from the environment

Culture shock can have both Behavioral and Psychological manifestations:

Figure 7: Behavioral manifestation

Work declines in quality	Health and safety are overstressed
Unsuccessful performance of basic daily tasks	Over concern about cleanliness of food, bedding and dishes
Absentminded, faraway stare	Use of alcohol/drugs
Great concern over minor pains and skin eruptions	Mild psychosomatic disorders
Fear of physical contact with anyone in host country	"Home cooking" is craved

Source: Dealing with cultural shock, The University of North Carolina

Psychological

Figure 8: Psychological manifestation

Stress and strain; tenseness	Insomnia
Longing for an environment in which the gratification of important psychological and physical needs is predictable and less uncertain	Feelings of hopelessness with life in the host culture and a strong desire to interact only with member's of one's own nationality
Hypochondria	Aggressive attitude; fits of anger
Feelings of helplessness and dependence; inability to cope; self-doubt; child-like feeling	Excessive fear of being robbed, cheated or injured
Refusal to learn language	Superior attitude toward people of host country
Apathy; emotional withdrawal	Defensiveness; psychological rigidity; alienation
Over-interpretation of hosts' helpful suggestions as severe criticism	Distortion of reality
Extreme irritability; frequent complaints; frustration	Depression alternating with elation
Decline in Inventiveness, spontaneity and flexibility	Difficulty in communicating feelings to others
Feelings of being "different"	Disorientation; disintegration of personality
Much time spent on one's "misfortune"	Feelings of rejection or being "laughed at"
Projection of personal difficulties onto host culture	Rejection of others from host culture
Home is irrationally glorified	Feelings of loss; homesickness
Criticism or hostility toward host country	Feelings of inferiority; inadequacy; bewilderment
Misinterpretation of other's gestures, facial expressions, body language	Desire to talk to people who "really make sense"

Source: Dealing with cultural shock, The University of North Carolina

These symptoms can occur when you are facing the cultural shock. Be aware of them and when you realize them, start work on to minimize the cultural shock. How to minimize the cultural shock, you should build your cultural self-awareness. To

accomplish the self-awareness you should: research the other cultures, learn the basic of the other culture language, set realistic expectations, practice openness and flexibility towards the other culture. [16]

Guidelines in experiencing culture shock

Speak with employee privately and openly about the experiences which he/she is facing, try to understand the difficulties and support him/her. Also you can help to your employee by:

- Find out the local HR to assist and support the employees
- Try to find information about the cultural differences and share them with employees, study the cultural differences of home and host cultures in working groups or teams
- Organize social activities where all teams will be involved and it will help in easier inclusion of different cultural environments [17]

3.6 CZECH CULTURE

The Czech Language

The majority of the Czech Republic, almost 95% of the population, speak Czech. The rest of the population speak Slovak(3%), which is closely related to Czech and 2% of the population speak Czech but are also mother tongue speakers of German, Hungarian, Romani and Polish.

Figure 9: map of the Czech Republic



Source: Doing business in the Czech Republic, Kwintessential

3.6.1 Czech society and culture

The Family

In the Czech culture, the family is the center of the social structure. The first person priority is obligation to his/her family. Czechs are very practical. They have forward thinking, which is logical, practical and efficient. All is planned carefully, in both one's business and

personal life and it provides a sense of security. By rules and regulations people know what is expected and to plan their life accordingly. [10] [15]

Privacy

Czechs will hide their privacy until they get to know you. But after when you develop the personal relationship with Czech, Czechs will open a bit, but Czechs are never overly emotional as they are formal and reserved. Czechs are always polite, they use the first-name basis with people in their extended family or with close friends. Czechs tend to not to make any relation or speak with people they do not know as on the ride on the train or on the street. [10] [15]

3.6.2 Czech Etiquette and Customs

Meeting and Greeting

Czechs are very formal and reserved in meeting and greetings. Most greetings include a handshake with direct eye contact and appropriate greeting for the time of the day. As Czechs are reserved, always use their family name and wait till you will be invited to use first name or for informal greetings as these signs are for friendships. If you start using informal greetings without invitation, it may result to insulting the other person and it can be taken as attempt to humiliate them. Always wait to be invited for informal greetings from woman, the older person or the person from higher status. If you consider all this you are on the best way to be respected. [10] [15]

Giving and Accepting Gifts

Czechs consider their privacy very much, but if they invite you for a dinner, you should follow the social rules which are set in Czech country. If you are invited for dinner, always bring some present, even though you are told to not bring anything, for men it can be good brandy, for lady chocolate or flowers or you can bring some good wine for both of them. But also you should be very careful about flowers, usually people over 35 often seen flowers as having a

romantic date. With flowers there is connected more problems, always give odd number but not number 13, which is considered unlucky number and also do not give calla lilies as they are for funeral. Gifts are openly received with comments that you should not bring anything, but its Czechs gesture. [10] [15]

Dining Etiquette

Czechs habit is to remove shoes after entering the house. Expect that you will be treated with great honor and respect. Be dressed modestly and well, you do not need to have suit. If you can avoid, do not discuss business, Czechs separate their business and personal lives. Guest has prepare particular seat, so wait till the host invite you to sit down. By folded napkin, you recognize if the dinner is formal or not, by folded napkin next to the plate is informal, but napkin unfolded and put it on your lap in formal meal. The oldest woman or honored guest are generally served as first. Do not start to eat before the host will. Always offer to help, but host will refuse it, but it is nice way to show your respect for invitation and preparation. [10] [15]

3.6.3 Business Etiquette and Protocol

Business Meetings

Before you have meeting, to make appointments are mandatory and should be made always in advance. Try to avoid to schedule meeting on Friday afternoon as many Czechs is leaving the city for weekend usually after lunch. If you have an appointment, arrive approximately 10 minutes before to breathe out, and never be late as Czechs consider it as very impolite and not professional. The first meeting is to get to know you, if you are trustworthy and usually first meeting is with gatekeeper than with decision maker. Be prepared for small talk and getting to know each other conversation before and discussion about business will start. While you are speaking maintain usual direct eye contact. During the meeting keep your suit jacket unless the highest ranked person does so. While you present your offer, the presentation

should be accurate, detailed and thorough. In presentation always have charts and figures, Czechs like to see the direct outcome or numbers and it will help in back up claims. [10] [15]

Communication

In communication, you should be prepared that Czechs are formal but somehow indirect in their communication. Czechs will never offend someone for a purpose and will avoid to harm any feelings by their way of saying. They often take indirect approach to business dealings as they are non-confrontational. By body language you can easily detect by lower eyes and becoming silent that you said something uncomfortable. [10] [15]

Negotiating

It will take several meetings for its Czech business partners to become familiar with you and will appear comfortable and friendly. Courtesy prevents many Czechs from giving absolute "no." However, statements like, "heavy" or "We'll see," are often negative. Business is done slowly and you have to be patient and not appear ruffled strict adherence to the protocol. Also business is hierarchical. Decision-making people is held at the top of society and then the decisions are reached slowly. It may take several sessions to reach a decision. So be prepare to avoid high-pressure tactics. Czechs generally offer what they expect to get and do not often give a counter offer. [10] [15]

3.7 CZECH CULTURE BY HOFSTEDE

Through of Hofstede model, we can explore Czech culture and get overview of the culture drives with comparison with the rest of the world.

Power distance index

Power distance index show the fact that all human in the society are not equal. It is the attitude of culture which expresses the inequalities among us. This dimension is define as the extensions to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.

The Czech Republic was measured with high level in this dimension, which is 57 and it towards to hierarchical society. People in this society accept the hierarchical structure and everybody have its own place without justification. The organization hierarchy is the reflection of essential inequalities, popularity in centralisation, and employees tend to be told what to do at work and boss is ideally benevolent. [1] ,[3], [9], [10]

Individualism

The Czech Republic is Individualistic country with the score 58. People behave as individuals and they take care of themselves or for close related family. In this society there is independent knit social network, which is comfortable for inhabitants. Management is the management of individuals, the employer and employee relation is based on mutual advantage, hiring process and also promotions in the companies should be based only on merit. [1] ,[3], [9], [10]

Masculinity

The score 57 means that the Czech Republic is masculine society. People tend to life for work, managers should be assertive and decisive, their require equity. In masculine country it is more observe competition and performance. Conflicts are solved by fighting out. [1] ,[3], [9], [10]

Uncertainty avoidance

The Czech Republic deals with high core of uncertainty avoidance which is 74 in the dimension. It means Czechs incline to emotional need for rules even though they will never work, for them time is money and have inner to be busy and hard workers. They are precise and punctuality is non written rule in the society. Security is an important element of any work issues. [1] ,[3], [9], [10]

3.8 INDIAN CULTURE

Languages in India

Figure 10: map of India



Source: Doing business in India, Kwintessential

In India we can find several official languages and several languages which are not even recognized by the central government. Besides many even official languages in India, the central government decided that Hindi will be the official language and in all states. The second language is English and it's from the time of England's colony. [11] [15]

3.8.1 Indian Society & Culture

Indians do not like to express "no," whether it be verbally or non-verbally. Rather than disappoint you, for example, by saying something that is not available, the Indians will offer you the answer they think you want to hear. This behavior should not be considered as dishonest. An Indian would be considered very rude if he tried to not give the man what he was asked. Because they do not like the negative response, the Indians can give a positive answer but be deliberately vague about any specific details. This will require you to look at non-verbal

cues, such as a reluctance to commit to the actual time for a meeting or an enthusiastic response. [11] [15]

Hierarchy

As more than 80% Indian population are influence by Hinduism, the tradition is caste system and its creation of the culture as hierarchical relationships. Indians are always conscious of social order and their status relative to other people as their family, friends, or strangers. These relationships involve hierarchies and every relationships has a clear cut hierarchy that must be observed for the social order to be maintained. The teachers are called GURUS and they are seen as the source of knowledge. Father, the patriarch, is considered as the leader of the family and boss is seen as ultimate responsibility in business. [11] [15]

The Role of the Family

Indian people define themselves by groups to which can belong rather than individuals. They are deemed to be affiliated to a specific state, region, city, family, career path, religion, etc. This group orientation stems from the close personal ties Indians maintain with their family, including the extended family. The extended family creates a myriad of interrelationships, rules, and structures. Along with these mutual obligations comes a deep-rooted trust among relatives. [11] [15]

Just Can't Say No

Indians do not like to say the word "no," whether it be verbally or non-verbally. Rather than disappoint you, for example, by saying something that is not available, the Indians will offer you the answer they think you want to hear. This behavior should not be considered dishonest. Indians would be considered very rude if he did not try to give the man what he was asked. Because they do not like the negative response, Indians can give a positive answer but be deliberately vague about any specific details. This will require you to look at non-verbal cues, such as a reluctance to commit to the actual time for a meeting or an enthusiastic response. [11] [15]

3.8.2 Etiquette and Customs in India

Meeting Etiquette

Greetings in Indian is influenced by religion, education and social class. As it's a hierarchical culture, so greet the eldest or most senior person first and when leaving a group, each person must be bid farewell individually. In the large cities among the more educated who are accustomed to dealing with westerners, shaking hands is common, however there are seldom handshakes between men and women because of religious beliefs. If you are uncertain, wait for them to extend their hand. [11] [15]

Gift Giving Etiquette

Due to high religion, Indians believe that giving gifts will help in transition into next life. They do not care about the value of the gift, but the sincerity by which the gift is given, that is important to the recipient. If you are invited at home for meal, it is not necessary to bring a gift, but it will be appreciated. Do not give white flowers as they are used at funerals. Try to wrap the gifts into lucky colors as yellow, green and red. You should also consider religion, to Hindus avoid to give any gift from leather and to Muslims no pigs motive. Gifts are not opened when received. [11] [15]

Dining Etiquette

As Indians are not punctual themselves, they expect the host to arrive close to the appointed time. Before entering the house you should take the shoes off. Politely turn down the first offer of tea, coffee, or snacks. You will be asked again and again. Saying no to the first invitation is part of the protocol. [11] [15]

The formality of table manners is tempered by the religious beliefs of the various groups. Indian usually eat by fingers, but utensils are generally eaten by spoons and fork. Serving is often in particular order, the guest of honor is served first, followed by the men and children are served last. Woman, they typically serve and eat later. As the food is eaten by fingers, you will

be asked to wash your hands. During eating always use your right hand, whether you using utensils or fingers. In some situations food can be put on your plate for you, while in other situations you may be allowed to serve yourself from a communal bowl. Be careful about finishing your meal, to leave some rest on your plate indicate that you are satisfied but finishing all plate means you are still hungry. [11] [15]

3.8.3 Business Etiquette and Protocol in India

Relationships & Communication

If you would like to do business with Indians, the best way how to meet Indians is to use the third party introduction, you will get immediately credit for. As Indians prefer to do business with those they know, you should always be prepared at first make relation with them based on mutual trust and respect. In general, Indians prefer to have long-standing personal relationships to do business than business made over night. [11] [15]

Business Meeting Etiquette

If you settle the meeting and will be travelling from abroad, you should to make the appointment at least one month before, preferable to months in advance. Always confirm the meeting one week before as Indian do get cancelled the meeting in short notice. Then confirm the appointment few days before as it can be cancelled at the last minute. Set the meetings in late morning or early afternoon, as the causal time to be in the office and the cancelation is limited then, but again confirm the meeting the same morning. Before the meeting send a detailed agenda, materials, charts and other data in advance to make everyone reviewed and become comfortable with the topic. Follow up the meeting with an overview of what is discussed and the next steps and make the confirmation with all participants if agreed on the next steps. [11] [15]

Business Negotiating

The same as Czechs, Indians are non-confrontational, it is very rare for them to disagree, although this is beginning to change in the managerial ranks. Always the decision is made by the person with the most authority and it takes time, it is very slow process. Do not lose the temper and wait, otherwise you lose the face and prove you are unworthy of respect and trust. Be prepared that delay are expected, especially when dealing with government. Most Indians expect concessions in both price and terms. It is acceptable to expect concessions in return for those you grant. Never depend too much on legalistic during negotiations. In general, Indians do not trust the legal system and agreement is reach by someone's word. Avoid to disagree publicly with members of your negotiating team. Successful negotiations are often celebrated by a meal. [11] [15]

3.9 INDIAN CULTURE BY HOFSTEDE

Indian culture is define by Hofstede in 4 dimension to see the overview of Indian culture drives in the world measurement.

Power distance

Indian has very high power distance index – 77 in the dimension, which indicate for hierarchy and top-down structure in society and organization. Inequality between people is generally accepted and respected. Those who have power, show it to the outside by purchasing expensive or luxury items. Power is based on family or friends, charisma, and ability to use force. If you are working with or going to a country with a higher PDI than yours then you should give clear and explicit directions to those working with you. Deadlines should be highlighted and stressed. You should be more authoritarian in your management style. [1] ,[3], [9], [10]

Collectivism and individualism

India has score 48 in the dimension, which means that the society has both side as collectivism and individualism traits. The traits of collectivism is that people tend to belonging to the large social groups and individualist act on behave and opinion of families, neighbors, work group or wide social network. In the business this traits show the expectation of employee or employer as the loyalty by the employee, and from the side of the employer is almost familial protection. Collectivism society is shown in hiring and promotion which is based on relationship in the network.

According to Hinduism, the main and dominant religion in India, the individualistic aspect can be observed. This religion is based on cycle of death and rebirth, and the rebirth depends on how the individual live and behave to the others and to nature. In this way people are responsible for themselves and their lives. [1] ,[3], [9], [10]

Masculinity

India is concern as masculine society with the score 56 in the dimension. In the working environment in the masculine culture is characterized by greater assertiveness; directness in meetings, natural is competition among employees. The company is more focused on results, the objectives for customers. Since supervisors are expected to resolve specific problems, is needed high assertiveness and direct the appropriate action. People incline to work hard and the work is the center of their lives. The masculine culture increases willingness of consumers to purchase foreign goods. [1] ,[3], [9], [10]

Uncertainty avoidance

The score 40 on this dimension brings Indian to medium low uncertainty avoidance. Countries with low uncertainty are a normal feature of life and each day is accepted as it comes. Usually countries with young history and the population are more diverse due to immigration, small quantity of laws and regulations. Uncertainty and change are considered as a common part

of life. These cultures motto can be: What is different it is curious. Employees tend to change the employer more frequently. They seek to legislate fewer areas of human interaction and tolerate differences better. People in Indian accept the imperfection as non has to be exactly as planned. India in general is very patient country, employees do not take initiatives actively and take the set rolls without complaining. [1] ,[3], [9], [10]

4 EMPIRICAL STUDY

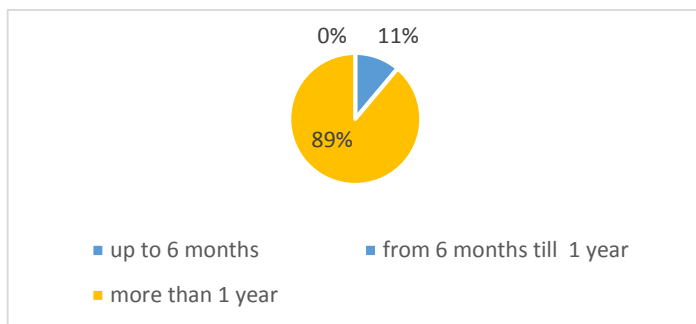
4.1 MATERIAL FOR THE ANALYSIS

To analyse the problematic of cross-cultural communication, the open questionnaire were used. The questionnaire were made based on long term cooperation between Czechs and Indians. I have picked up respondent who were working with the other culture more than half year as after some time you can see objectively the culture not just from the one point of view (positively or negatively). The questions were based on cross-cultural business communication and were structuralized to let people openly write their opinion. I have used the open questionnaire as respondents can write their opinion and have to think about the problematic or situations they were facing.

4.2 THE SAMPLE AND STRUCTURE OF STUDIED GROUP

The questionnaire was made in companies which were directly dealing with Czech or Indians employees and were facing the cross-cultural communication and the cultural shock. I have picked employees who cooperate together more than half year to have the objective opinion which person can made after some time of facing the issues.

Graph 1: time spent on cooperation

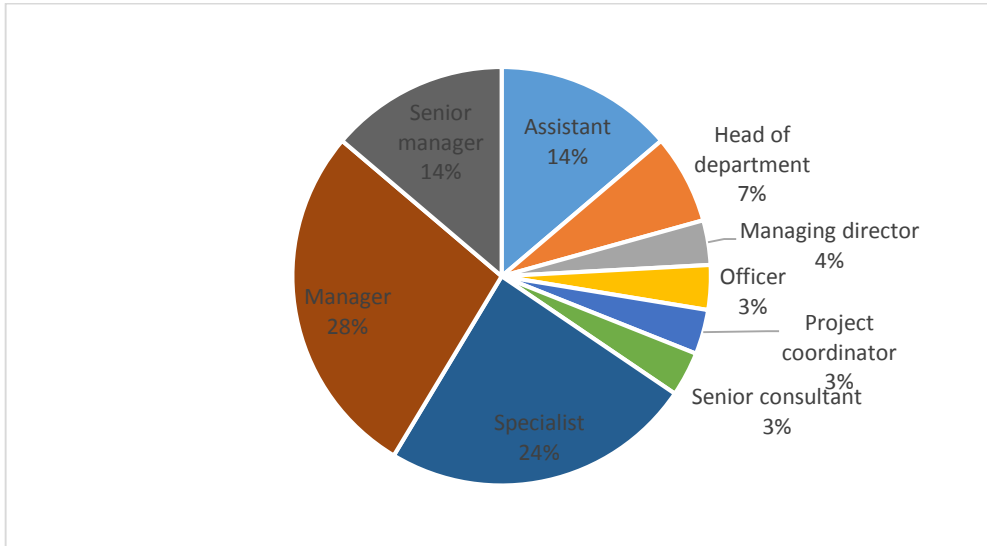


Source: own processing

More than 89% of respondents were cooperation more than one year so the answer can be taken as objectives because of limitation of cultural shock.

The responding group of employees were selected to across the companies to be seen the communication in all levels.

Graph 2: position the company



Source: own processing

Even though the questionnaires were written in English, it was by the assumption all respondents speak proper English as they had to communicate with colleagues from abroad, I have received some answers in Czech language or some answers with answer of not understanding the question.

4.3 INTERPRETATION OF THE RESPONDENTS

4.3.1 General awareness of culture

Question N. 1: *In your words what the term of culture related to business means to you.*

In my research I wanted to know how people in the business perceived the term culture. If they are aware of culture in companies and in the general in the business. In nowadays we can meet with company culture and every culture is different by companies but also with cooperation

abroad. The difference is not just in the language but in believes, attitudes, values. If the employees are aware of the culture in the business, they can easily cooperate with each other.

Question number 2: *What is considered the most respectful/disrespectful in your culture with regards to business communication?*

This question is connected with the question number 1 as the respondents had to answer what is culture in business and the second question is about what they think in their culture is the most respectful/disrespectful. In this context we can see what people do not like in the business and what they would like to avoid during communication with other culture. To know these, then you can be aware what not to do during meetings and communication be go ahead without problems.

Question Number 1: Czechs respondents already had more than half year experiences with cooperation with different culture, the surprising fact was that few respondents did not know or can not specify their answer. If they are not aware of culture, they cannot perceive the other culture well. See the answers bellow:

A: I don't know

A: Big problems

A: ?

A: confusing

A: No idea.

After analysis, the higher position in the company then better answers in perceiving the culture. Some of the answers bellow:

A: different habits and social skills: accuracy, self-organization, different approach to the work (Italians vs Germans)

A: Communication style - each culture has different ways of expressing themselves. In this respect without knowing the respective culture, it is hard to know the true meaning of the message

-Speed of business/negotiation

- Passive/aggressive business strategy & approach

In other words, everything that constitutes culture in the original meaning (ways, traditions, language, knowledge, history) translates into business in the

way people interact with each other, body-language, appearance, work style, etc.

A: the way how soft skills are applied when "doing business" - respect, politeness, honesty, ways of negotiation, communication, settlement of issues, sensitivity to risks, decision making process.

Question N2: In the answer we can analyze so many attitudes and see the research of Hofstede and Gesteland in cross-cultural communication. In one answer can find many of them:

A: Respectful:

- Respecting university degree titles (Bc., Ing., PhD, ...) when addressing a person and last name basis in workplace at first contact – **power distance index and formal culture***
- Shaking hands during business meetings - firm handshake and eye contact during business communication - looking straight into the business partner's eyes - **formal culture***
- Business/Business casual attire*
- Small talk before core business talk starts – **moderate deal-focused culture***
- Arrival on time for the business meeting – **monochromic culture, high uncertainty avoidance***

Disrespectful:

- First name basis without title acknowledgement*
- Late arrival for the business meeting*
- Leisurely attire for a business meeting*
- Avoiding eye-contact*

A: Respectful is proper hand-shaking, keeping eye contact during conversation, waiting until the other person finishes the sentence before start speaking, saying please and thank you.

Disrespectful is interrupting during speaking, not keeping eye contact, having the personal zone too small, touching each other too much, lying, doing something else than was agreed, not saying please and thank you. Very disrespectful is burping and doing other sounds from stomach during speaking.

A: The most respectful: reliability, delivery on time, competency, experience

The most disrespectful: delays in delivery of tasks, weak quality of outputs, not respect deals, not keep the word

A: communicate also bad and unpleasant information in a way that people understand the content of your message and remain calm

*A: Not keeping promises / commitments / deadlines
Providing incorrect information*

Most of the answers are connected with delays, not keeping the word and promising something than cannot be done. This is the result of the class of cultures as Czech culture has high uncertainty avoidance (precision and punctuality) and by Gesteland as monochronic culture – perfect time management and Indians are the total opposite. Also not providing the correct information as Indian do not say ‘NO’ to satisfy the customers, but in this collision of cultures it has the opposite result than Indians can think.

In the answers of Indians we can see the awareness of the culture in their professional life. It is made by the history of colonist by England and also by the area of India as India has many states and languages and it is more significant to perceive the other cultures. Answers can be seen below:

A: Culture defines the general behaviour and attitude of people.

A: The term "Culture" in a business perspective for me is

"The methodology of effective interaction and the methodology of building mutual trust to take the business to the next frontier"

A: Culture is the means of understanding each other, without understanding the customer's culture, it's impossible to make the customer understand you

In the question N. 2 Indians mostly answering about mistrust and racism in the context of disrespectful in their culture. Also as they are collectivism country, for them the most respectful is support colleagues in front of their boss as its also high power distance culture and formal culture and boss is very respected and recognized.

A: Racism and mistrust is considered disrespectful.

A: Most Respectful: A humble and polite interaction and the end to end process of how you are taken care of in the business atmosphere.

Most Disrespectful: Getting treated based on your Race, Culture and Ethical status

A: Disrespectful: (Though I am not for it but its true) Being blunt on the face. Being frank specially when there are your bosses around. Shouting/screaming just to put your point across.

Respectful: Hard truth, always agreeing (Indians nodding your head) to their bosses at times also addressing them as "Sir".

Not putting down your fellow colleague.

A: Respectful-- Being Punctual , On-time to meetings

Disrespectful- Attending calls on phones in the meeting

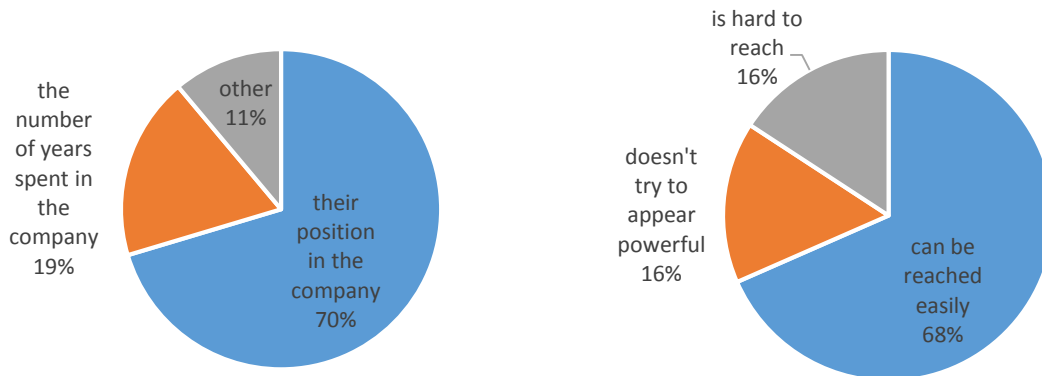
The most disrespectful for Indians is the racism against them and be treated by their race, culture and ethical status. In India the caste system is still actual and many of Indians are affected by this not even abroad but also in their country.

In question number 3: *In your company, the level of responsibility given to people* and question number 4 *asking about the status of boss* I wanted to analyze the structure in the companies and their assumption of diversity and the relation to the boss. By these questions, we can easily find out the power distance and uncertainty effect of Hofstede and Formality culture by Gesteland.

Czechs responded in 70% that the level of responsibility given to people is linked to their position in the company and in 19% is linked to the number of years spent in the company, which means that Czechs care about the hierarchy but they do not built on it. In 11 % respondents answer that the responsibility depends on skills and potential and their experiences which is connected with not to be depend on the structure and society but it is reflected to the individualism process. The question number 4 shows us the relation in the company for structure and relation employees and their boss. As the Czech Republic does not have high power distance index, this we can see in the answers of respondents that their boss can be reached easily and does not try to appear powerful. So the cooperation process is more based on friendship level.

Table 1: influence factor in the company

In your company, the level of responsibility given to people is linked to: Your boss:

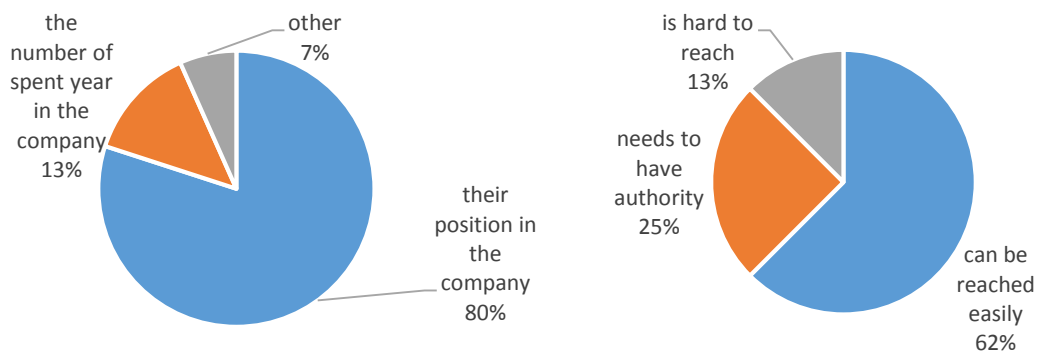


Source: own processing

Below we can see the chart of Indians answers on the same question of responsibility given in the company. By the research we can see that Indian more depends on the stucture as 80% of respondents respected the responsibility in the company by the given position. By this we can observe high power distance index in Indian culture. Also in the view of the the position of boss in the company, 25% of respondents answer that boss needs to have authority. It is connected with high power distance and keeping structure.

Table 2: influence factor in the company

In your company, the level of responsibility Your boss:
given to people is linked to:



Source: own processing

4.3.2 Cultural shock in practice

In following questions I wanted to analyze how employees were preparing for cooperation with different culture and what they were facing during spent time together. Also I wanted to know, if company helped to employees with cultural shock or if employees were at least aware of different situation during cooperation with other culture.

In question number 5: *Before you met Czechs/Indians colleagues did you read or study about their culture? Did your company provide you the informations or did you attend any seminars related to* I wanted to know the preparation before cooperation. From theoretical point of view, the preparation is one of the most important issue in cross-cultural communication, because you can avoid so many misunderstandings.

The outcome of this question is that more than 75% of Czechs respondents did not study about Indian culture. Moreover the company did not provide any information nor seminars and employees had to face the culture shock by themselves. Even some respondents think that cultural differences are not important as the approach of people to the business should be enough to process the communication through the main goal as win-win strategy in cooperation. See the answers below:

A: No, why? I'm always expecting that both parties have common sense and interest to proceed with agreed business opportunity with minimum issues/problems.

A: No I did not study any papers nor my company provided any seminars. Never before think about to study about.

A: Only heard things which are commonly known. No specific seminars were provided by the company. Only very little.

A: No, never read anything and other information provided

Some of the Czech respondents did study about culture itself but not about Indian culture. To understand the basic as different habits, values and symbols of culture can help in cross-cultural communication as the employee is aware of differences.

A: Company did not provide anything. I have read about cultural differences but not related to Indian culture

A: Only heard things which are commonly known. No specific seminars were provided by the company. Only very little.

Also we can find Czechs that wanted to be prepared as they were aware of cultural differences and its importance into nowadays business. Even though companies did not provide any lectures or seminars, they study by themselves in their leisure time.

A: I studied International Relations and Diplomacy at the University of Economics in Prague. During the studies, I had several subjects on culture in international relations, diplomacy as well as in business.

Therefore, I had the chance to study about the Indian culture before I started working with Indian colleagues.

However, the company itself did not provide me with any specific informations or seminars on the Indian culture and business with India.

A: Yes, I did.

My company didn't provide me any information about their culture.

A: I studied some Indian behaviour specifics in my free time and had some stories from experienced colleagues. There were no official seminars which would prepared me for Indian culture.

A: Yes I have had some knowledge about their culture and history.

Different approach Indian companies made, they train or at least provide information to employees, as more than 70% of Indians studied about Czech culture and could be better prepared for cultural shock which they were facing during the first moments of communication.

A: As I had been already working in Europe, I know how important is to know the culture of the country you are. So before coming to the Czech Republic I had read some important articles about Czech culture and also had some advices from my friends already living in Czech Republic

A: yes I did study about czech culture and also our company provide us seminars and on company website we have all documents and presentations about different cultures

A: Yes, our company has a portal where there are documents and presentations on different cultures round the globe.

A: Yes, I read about their culture and was briefed thoroughly through some documentation and classroom sessions.

As it can be seen by the answers of Indians, their companies are quite well aware of cross-culture communication and it's problematic and want from their employees to be aware of it too.

By the question number 6: *Was your perspective on the diversity of ideas (during e.g. brainstorming) that working with different cultures can provide positive or negative? Please, explain.* I wanted to analyze the approach of employees in cooperation with different cultures, if they be able to take the advantage from dealing in diversity environment or if they see problems in it.

In general Czechs view big positive in diversity of ideas that working with different cultures can provide. In most of the answers can be found the Czechs appreciate the other point of view of specific problem. Also this diversity can brought thinking out of box as in nowadays business it is very need it.

A: Positive, they are effected by they culture an background. They have differt point if views

A: During braimstorming, it is vital to have as many different views as possible to come up with the best and out of the box solutions.

Therefore, my perspective on the diversity of ideas when working with different cultures was positive.

A: It can be very positive because you can get a completely different point of view.

A: Personally, I like to work with people from different cultures. We have had no major problems different culture, but with qauality/seniority/experience of people we had to cooperate.

A: The diversity was positive, Indians brought the way of relaxed attitute into our stress way of working. Also I can see working with different cultures can be very positive as bringing new ideas and other perspective into thinking

Some of the respondents answered that the diversity is very positive, because it brings creativity:

A: Always positive

Another mentality + my personal experience = creative ideas

Also the awareness of cooperation with different cultures can bring more than just creative ideas as make better business by different thinking:

A: Absolutely positively - different thinking and diversity of ideas can enrich business.

A: Involving other cultures into cooperation is very positive for me - it brings definitely new point of view or you realize that you do your job better than the other culture does.

Some of the respondents could not say if the diversity was positive or negative for them. They saw in cooperation both pages.

A: Indians were DIFFERENT, I can not say in positive or negative meaning, just different.

A: it was positive and negative as well. we are not able to understand sometimes. people from different country respect different behaviour.

Negative feelings from the diversity of ideas has just few respondents in measuring with the positive answers, but it can be seen in what the Czechs saw problematic. In the answer below we can see that the major problem was the way of working attitude of Indians and the different approach of thinking caused by culture.

A: My perspective was negative. Any kind of work was very slow, too much talking, ideas and solutions tended to be poor quality and not much thinking was present before decisions was made.

Indian brainstorming has to involve many people because one person is never able to make any decision or make up some decent idea.

In the answer below, we can see different thinking of the respondent than the answer above.

A: It more depends on people you working with then different culture

This respondent thinks that culture is not important in thinking it depends on diversity of people thinking.

Indians have very positive perspective on diversity of ideas in cooperation with different cultures. They are aware of the difference in thinking and can use it in improving their skills and business decision making.

A: Definitely Positive:

You need to exhibit tremendous amounts of patience when interacting with people from different background.

According to me it is like polishing a diamond. You need to be skilled, patient and proactive to get the best results in a diverse cultural scenario.

A: very positive as working with different culture can bring other perspective on the problems

A: It depends, but usually the diversity of ideas is positive. You can see or learn from the other cultures the different way of thinking.

A: This depends on how we take it. But there are lots of positives working in another culture. Initially it would be necessary to understand the culture and then it works very positively.

In the answer below we can find the conciseness of working with other cultures. By brainstorming and the diversity of ideas you can find the good and bad practice of own culture on which you can work and take only the best from the diversity and make positive change in business.

A: Working with different culture has brought in diversity in ideas. By working with different cultures we were able identify the good and bad practices in our work culture. Adapting to the good practices of other cultures has definitely brought positive change in business.

4.3.3 The adaption/acceptation of cultures process

Question number 7: *After some time working together with Czech/Indians did you find some similarities or differences in working attitude? (planning, organizing, decision making)* is about to see the main differences in working attitude. How Czechs view Indians at work and vice versa. And also the main differences which can cause the problems in communication or cooperation together. I wanted to see also if employees find out some similarities on which the communication in working environment can be built on. Also by this answer employees have to think about what they do not like on the different culture and subsequently can appreciate the positive attitudes of their own culture. Respondents more focused on differences than to find similarities.

A: Generally Indians never makes decision by himself, every time has to communicate with his superior or colleagues. While in Czechs we try to automatize our work and eliminate manual encroachment, Indians on the contrary have the tendency to solve all by manual encroachment. I do not know

if this is made by culture or just different price of HR on the job market. Czechs try to make the work easier.

A: Similarities not, but differences a lot, primarily Indians make promises of something, that they cannot deliver. Not admitting of negatives, keep inconvenient facts back from others.

A: major difference is that: Czechs usually find problem everywhere and everytime, even there is none. Indians do not see the problem at all although there might be many.

Most of the respondent view the differences in time management, working attitude and structure. All this is connected with the research of Gesteland – Czechs are monochromic country instead of Indians are polychromic country. Also it is the outcome of Hostede research in uncertainty avoidance, as Indians accepting the imperfection and Czechs precise on punctuality and perfection.

A: There were many differences:

- they are not so hardworking*
- they had much worse time management*
- they are not so reliable*

A: Yes, quite significant. In some cases I noticed ad-hoc approach instead of systematic and consistent approach.

A: I found some differences:

- Keeping to the time-schedule is differently viewed by Czechs and by Indian colleagues.*
- Same goes for detailed planning*
- Decision making due to different business language and expressions*

A: I found many differences. Planning, Organizing was done very quick and shallow, always much lower quality then usual and expected in local czech conditions. Decission making very complicated, decission makers are only few people in indian company, very slow comminication. Working attitude in under usual local effectivity, common sense not much involved.

A: A lot of differences, Indians working attitude is very relaxed, eventhough it seems they work hard. They plan very optimistic that in future all can be somehow solved. In organizing things they are very unstructured

A: Most people can usually see only the differences. I found these differences:

- *Indians are more flexible and less strict in defined processes (in positive way)*
- *Indians usually do not check if they really understand their assignments*
- *Indians do not meet their deadlines*

But also the different approach of working attitude can bring positives in working environment. To realize the negatives in our own culture and try to improve them:

A: major difference is that: Czechs usually find problem everywhere and everytime, even there is none. Indians do not see the problem at all although there might be many.

A: A lot of differences, Indians working attitude is very relaxed, eventhough it seems they work hard. They plan very optimistic that in future all can be somehow solved. In organizing things they are very unstructured

A: Indians are more flexible and less strict in defined processes (in positive way)

A: In Czech culture we are very stressed, we plan too much in advance eventhough we are not sure if the plan is realistic. Indians are more relaxed and flexible as all can be done somehow. Their approach in this helped to be more relaxed in planning and think more positive.

As Czechs found many differences in working attitude of Indians as negative of planning and organizing (Indians are more flexible, not meeting the deadlines), Indians were more positive in this approach:

A: Yes.

The direction of attacking a problem might be different, but once the problem and solution are identified, the approach is pretty much standard and well defined.

A: Alot of differences, Czechs plan almost everything, always they are prepare for meeting and you get the materials before the meeting to be prepared what will be discuss

As already been said, Czechs tend to plan in advance and all have to be prepared, Indians view in this attitude negative as:

A: Yes. Czechs (Would not want to pass a general statement, but at least my counter parts) gave great emphasis to planning and on minute details. But felt they were slow at taking decisions. Might be at times when we try to plan very hard and try to attain perfection, we tend to loose pace with time.

A: In my opinion Czechs are little pedants, all is set, planned and on time. I had to adapt their culture in planning and organizing

Also respondents found the difference in meetings communication which collide with their culture as they respect more their colleagues and their superiors:

A: Using rough words is fine in Czech in the meetings, whereas in India rough words is not allowed

Always when we meet new culture, we find differences from our culture which can cause problems in communication or decision making. By question Number 8: *To the best of your knowledge, has misunderstanding in communication or problems related to cultural differences ever stood in the way during decision making process?* I wanted to analyze how big influence had the clash of cultures in misunderstanding in communication and afterwards in decision making process. This question is more for high management as they had to make the decision, but I also wanted to know the reflection through the companies itself.

Firstly I focused on the answers of top and middle management as I wanted to see how they see the misunderstanding and its reflecting on decision making:

A: Yes. Indians almost never say word "NO", so we thought that functionality is in the system, but very often it was not truth:-)

A: Almost all the time. Indians never say NO. In our culture we are used to say the right way what we think and word NO is used often. Many times I asked Indians to manage smth and it had never been done as it has low priority but never got the right answer of NO. Sometimes not to say not, they stop talking

A: Language was not the key issue, mainly mind setup, different perspective of solving problems and their priority.

By the answers the conclusion of the behavior of Indians and communication is the problem respecting the structure and the superiors and make them always satisfy and their problem is never to say NO.

In the next part there are employees as specialist, coordinators, assistants and in their opinion is the reflection of the cooperation, they were not involved in the decision making, but they could see the process from their point of view.

A: Yes, I would say that to some extent yes

It is related to different business language and expressions used during business communications. This is especially related to directly expressing key issues and risks related to the business communication which is necessary to reach a decision.

A: On their side yes, provided wrong informations and after we made wrong decisions (considering boarding new indians onside in company)

A: We wanted to implement new functionalities in the standard Indian product but without success. Indians rejected the idea, that it is not possible. In this case Czechs would try to find and possibility of alternative method to make it work. Indians never offer the alternatives. At the end we closed the project and called of the cooperation

As it can be seen in the answers, the process of decision making and subsequent reaction of cross-cultural communication can influence not just the top management, but all company and from other point of view as top and middle management cannot experienced.

From Indian point of view, they were facing misunderstanding in many occasion, but not seen too much as Czechs did in general of culture fact. For them is was more from business matters and from personal behavior:

A: Instances where the other individual consensus are not given enough weight based on his cultural background have resulted in major misunderstandings in the communication. However they differ from instance to instance and from person to person.

A: Not really. There had been conflicts but guess it was business and not cultural differences.

In some answers it could be found reflection of own Indian culture:

A: most of the time, because of our respect for boss Indians avoiding to say NO and it made a problems

Indians is aware of their culture basements which can lead to misunderstanding in communication and afterwards in decision making.

After some time of interacting with different culture, which has diverse basement of values, believes and rituals, people start to compare own culture with the other. Subsequently if the interacting continues, people tend to take the best of the other culture and they try to implement in their own culture and improve themselves to be better. In this way, if employees

spend some time with different culture, they can avoid cultural misunderstandings and make better communication channel.

In the question Number 9: *When working with people from Czech/Indian culture did you adapt to their approach towards planning and/or decision making?* I wanted to see, how much these two cultures integrated together.

A: Well, I have tried to set up communication and cooperation principles which would be accepted and used by both parties. Not always with success.

A: I think that neither culture adapted to the opposite one fully. Some compromise has surely been reached, but I think that both sides kept to their approach.

A: Not really adapted, but need to count with their different approach to work and control after them.

A: By the time I adapted to the low quality, slow communication and complicated decision making process and I was much tougher in communication, I checked Indian work regularly, requested higher quality and kept complaining all the time.

A: Cannot say adapt, but had to find the way to understand their body language to realize what they are saying. By nodding their head you can find of saying Yes or No :)

A: I have adapted their way of speaking and behavior, not the approach of planning and decision making

From the answers above we can see that the adaptation were made but not in the planning or decision making. Czechs adapt the way of behaving in the core values of Indian culture, as the way how they communicate, body language. They had to accept the negatives of Indian culture as it cannot be changed and plan accordingly. As to do more checks on deliveries, timing and had to compromises.

Another problem can release when people do not adapt or accept the other culture as it is, then the communication barrier is coming up, misunderstandings and in basic the cooperation cannot be successful. Some respondents had problem with adapting:

A: No, I stopped trusting their statements

A: never, they were too unstructured and non organized. I had to help them to make excel sheet to even know, who were onshore, offshore, who has which access etc

A: nothing to learn

Indians respondents were much more positive in adapting or accepting Czech culture. Indians tend to adapt Czech approach of planning, timing and organizing as they saw positive influence on the project even on themselves.

A: Yes working with czechs we found cultural clashes hindering progress of project. Project tried to adapt to czech culture to bring project on track.

A: Yes, wherever it sounded logical and made sense to me.

A: Tried to. And actually have picked up lot of cues and that development/improvement in me "eye for details" is actually help me in my work.

A: as I worked in czech company and in czech environment, I had to addapt the approach of planning as Czechs planned every meeting and wanted to be sure in timing

A: I have adapted planning style and now even I am not in the Czech Republic I still try to keep the way

From the answers above, it can be seen that Indians were aware of negatives of their culture and they tried to improve it to go ahead with Czechs and with the project. But as this is the core of each culture as rituals and values, which are acquire early in the life of childhood and make the guidelines how to behave, they cannot be changed from day to day not even in life cycle. They can be improved in some way, as we can see Indians tried to improve it, but cannot be transformed completely.

4.3.4 After learning process/feedback

Every person who went through of cultural shock, the euphoria, frustration, adaption and integration should have some recommendation on the process and can retrospectively said what could be done differently, what should be changed in future to minimize the cultural shock and help the others, future negotiators, how to behave and how to prepare for communication with other culture.

The question number 10: *Do you think, cross-cultural seminars related to business communication and learning about differences between cultures would help you in cooperation with Czechs/Indians?* Should be asked as almost the first one in the questionnaire. But to be put as almost the last one was made for a reason. Respondents evaluated all the process of communication with other culture, its problematic, communication misunderstanding and their preparation and learning process through the time of cooperation.

This question also corresponds with question Number 5 (Before you met Czechs/Indians colleagues did you read or study about their culture? Did your company provide you the informations or did you attend any seminars related to this topic?) and its reflection on preparation. All respondents which did not study about the other culture, would prefer to learn at least the basic of culture before the cooperation.

Most of the Czechs respondents were very positive about the seminars, which could help in better cooperation and communication process between Czech/Indian cooperation.

A: Yes, it would definitely help to better understand our partners and based on this correct our expectations.

A: probably yes, at least to know before we started to work with them how non organized they are

A: definitely, we started to work with them without knowing anything about the differences and we cooperate with them as the same culture and it was leading to misunderstanding. If we know about the culture more from begining, then we could avoid many problems after and not be learned by mistakes we did during cooperation

A: Yes, it would help, It would perhaps better setup the expectation in terms of effectivity, quality, manners.

A: Definitely yes, it was a big mistake that this seminars did not exist

Just one answer was negative, as respondent does not think is issue of culture of just mentality of coworkers:

A: No due to the fact that you can not change the mentality of people which is one of the foundations for culture.

From the responds from Indians could be seen, that the preparation and studying the Czech culture helped them from the beginning and beard fruit from it.

A: cross-cultural seminars give us fair amount of idea on different cultures and that definitely helps in co-operating while working together

A: A definite Yes. This is a gap in the business etiquette that needs to be bridged and addressed.

A: Ya. during my most memorable and lovely 4 years in czech, I always felt czechs are reserved people. Might be because of their bad history. But once they open up with you (not easy though) they are fun to be with. Best way to get/make czech buddies is "BEER" or as I would love to call it "PIVO"...

A: definitely the seminars provided by our comapany helped me to better undestand Czechs from the beginning

A: definitely yes, it can help people to undestand some ways of communication and behavior of the other culture and will count with it in business

As last question number 11: *Based on your experiences during cooperation with Czech/Indians colleagues, what would your feedback be on:* - respondents could choose from 3 options:

- *Support and/or solving problems connected to cultural (mis)understanding from HR department*
- *Training provided by your company related to cross-cultural communication*
- *Other – in this answer they could fill in any recommendation or suggestion*

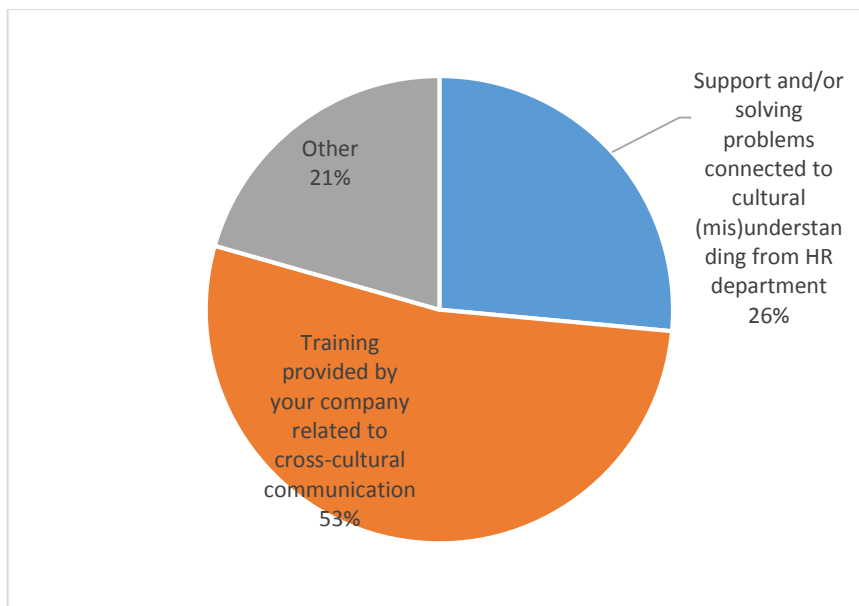
The outcome of this question is recommendation for companies in what they can improve to help employees in better cooperation and communication with different cultures.

As we can check in the chart below, Czechs would prefer in 53% to have training provided by their company related to cross-cultural communication, which can help them in better preparation for cooperation. Another 26% think that *Support and/or solving problems connected to cultural (mis)understanding from HR department* would help. In the answer other, which has 21% of answers, is provided the suggestion that respondents think would be beneficial as:

- *time to addapt to different culture, high management should be sent to india and vice versa to see the culture and problems which can happen of cross-cultural behaviour*
- *both Czech/Indians should be more friedly*
- *Not only from HR dept. but also from senior management from both parties/sides*
- *Hire someone with experience from cooperation with Indians*

In all of the responds above it can be seen that for better communication and cooperation it is not enough the intervention just only by one party, but both sides should be working on meeting the best solution for their employees to avoid the cultural shock and integrate easier.

Chart 3: recommendation by employees



Source: own processing

In the chart below we can see the answers of Indians, what would be helpful for them to improve in the communication with different culture and what the companies should expand in cross-cultural communication. 46% of respondents would prefer to have *Training provided by the company related to cross-cultural communication* and almost on the same level they like to

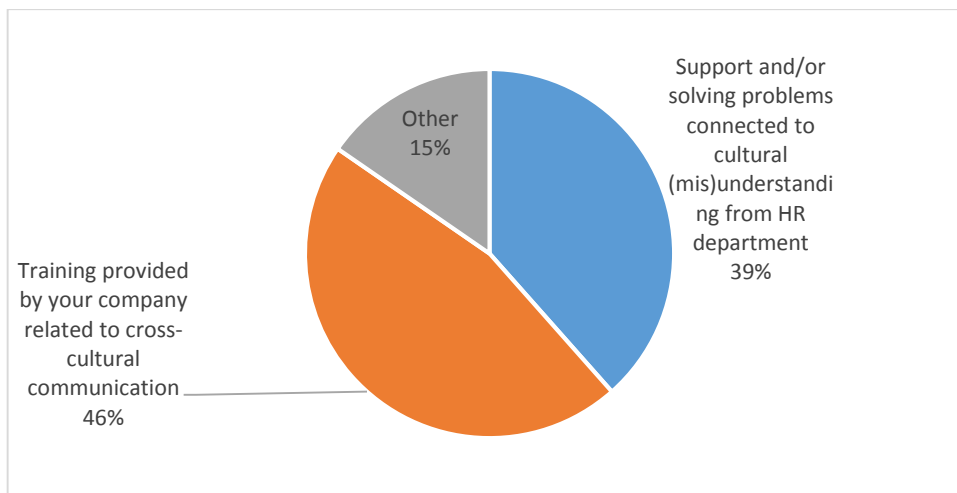
have *Support and/or solving problems connected to cultural (mis)understanding from HR department.*

In the answer Other is:

- *To hire professional in cross-cultural communication to help in solving the clashing of culture*
- *Cross Cultural Sensitivity*

which corresponds with the answers of Czech of cooperation of both sides to prepare better environment for communication and solving problems.

Chart 4: recommendation by employees



4.3.5 Perception of cross – cultural awareness by each respondent

Every respondent has different meaning about culture, about people and perceiving it from diverse point of view, but in the core every respondent define the issues in the same meaning but in other words. Through the analysis of each question, similarities were found not just in the answering question but also by respondents. After all the analysis of all questions and respondents could be perceived correspondences to take the research from different point of view and not just the analysis by answers on each given question. After the analysis very interesting fact came out. Employees who were preparing themselves in communication with the other culture, who study about cultures, where more aware of culture and its differences and

then the communication for them was much easier as they knew what they should expected. And not just in perceiving different culture, but also to be aware of their own culture. Employees were much more flexible in adapting the differences, the cooperation was much easier and they perceived own culture and learn the good steps from the other culture. The typology of the questions were made to find out this outcome of the research to show, if people in general are prepared for the cross-cultural differences, the cooperation can be made without complications.

Below you can see the example of employee, who were study the exact culture and was prepared for the negotiation and communication. Was adaptable in the ideas of the other partner and was aware of different approach and thinking.

Table 3: example of respond

What is your position in the company?	In your words what the term culture related to business means to you?	Was your perspective on the diversity of ideas (during e.g. brainstorming) that working with different cultures can provide positive or negative? Please, explain.	After some time working together with Czech/Indians did you find some similarities or differences in working attitude? (planning, organizing, decision making)	To the best of your knowledge, has misunderstanding in communication or problems related to cultural differences ever stood in the way during decision making process?	When working with people from Czech/Indian culture did you adapt to their approach towards planning and/or decision making?
Project coordinator	<p>- Communication style - each culture has different ways of expressing themselves. In this respect without knowing the respective culture, it is hard to know the true meaning of the message</p> <p>- Speed of business/negotiation</p> <p>- Passive/aggressive business strategy & approach</p> <p>In other words, everything that constitutes culture in the original meaning (ways, traditions, language, knowledge, history) translates into business in the way people interact with each other, body-language, appearance, work style, etc.</p>	<p>During brainstorming, it is vital to have as many different views as possible to come up with the best and out of the box solutions. Therefore, my perspective on the diversity of ideas when working with different cultures was positive.</p>	<p>I found some differences:</p> <ul style="list-style-type: none"> - Keeping to the time-schedule is differently viewed by Czechs and by Indian colleagues. - Same goes for detailed planning - Decision making due to different business language and expressions 	<p>Yes, I would say that to some extend yes</p> <p>It is related to different business language and expressions used during business communications. This is especially related to directly expressing key issues and risks related to the business communication which is necessary to reach a decision.</p>	<p>I think that neither culture adapted to the opposite one fully. Some compromise has surely been reached, but I think that both sides kept to their approach.</p>

Source: own processing

The other example is employee, without studying the culture itself and is closed minded to perceive the positive of meeting different culture. This attitude brings out problems in

communication and negotiation as person does not want to see what can gain from it and it is hard to make compromises in behaviour and attitudes of others.

Table 4: example of respond

What is your position in the company?	In your words what the term culture related to business means to you?	Was your perspective on the diversity of ideas (during e.g. brainstorming) that working with different cultures can provide positive or negative? Please, explain.	After some time working together with Czech/Indians did you find some similarities or differences in working attitude? (planning, organizing, decision making)	To the best of your knowledge, has misunderstanding in communication or problems related to cultural differences ever stood in the way during decision making process?	When working with people from Czech/Indian culture did you adapt to their approach towards planning and/or decision making?
Manager	I dont know	Positive,they are effected by they culture an background. They have differt point if views	Yes,Indian people are lazy	Sometimes	Not really

Source: own processing

As far we can see that people who have awareness about the cultures and its differences can perceived the culture positively and can accepted some negative issues simply.

For more examples you can see the appendix.

5 EVALUATION OF RESULTS AND RECOMMENDATION

According to the research of the answers on asking question, multiple outcomes came out from it. The questionnaire was made to let people think about the situations during cross – cultural communication. For the best evaluation, just respondent who were working more than half year with the other culture were taken in consideration into research.

In nowadays business, which is more influenced by export and import and consequently employees have to know about the cultural awareness for successful business. Basically Czech and Indian culture diverse from each other in many facts, but due to awareness of the differences in cultures can be avoid many obstacles.

The research showed how Czechs and Indian perceived the other culture and how they are aware of the differences, and in which they had problems during communication and negotiation. The research showed that Indians are more aware of the cultural itself and its differences, assuredly based on the area of India and its division in many states, and this awareness helped them in communication with Czech side. The problems were occurred on the Czech side, employees who negotiated and on daily basis communicate with Indians partners, did not aware of culture itself. Then the communication can bring problems on the table. Fortunately, higher position in the company, then the awareness is rising, which is very important in decision making. Respondents had to think about the respectful/disrespectful features of their own culture, to show the important traits, which should be respected. Most of the answers of Czechs were concerning perfect time management, which was not reflected by Indians in delays and not keeping the word with promises as Indians always want to satisfy their customers, friends and they will never use the word “NO”. Indian respondent more focused on the environment in which they work. The answers contain negatives as racism as to be treated by race, culture and ethical status. What should be also considered in the cooperation with different culture is the status of the boss and spreading the level of responsibility in the company. The responsibility given to people in the Czech and Indian companies can be taken on the same level, as 70% of Czech answered that the level is given by the position in the company and 80% of Indians had the same result. But the differences is about the number years spent in the company, 19% of

Czechs incline to give more responsibility to employees with history in the company, to the contrary of 13% of Indians. Much more diverse is the position of the boss in the company, Czechs reflect their boss that does not try to appear powerful, instead of Indians see that their boss needs to have authority. This outcome can really help during the negotiation process and communication as you can react on the right place with the right person in the company.

During the process of meeting new culture, the culture shock appears. The research showed the preparation of the employees in the companies. Disturbing fact as 75% of Czech respondents did not prepare for meeting the new culture, which cause cultural shock and problems during the communication. Moreover some respondent did not put too much consideration on cultural differences as this factor is not important in the business. On the other hand, Indians prepared themselves with studying papers of Czech culture and even their company provided them seminars or study paper to face the Czech culture. During the cooperation, the diversity of ideas and attitudes, are met every day and by employees can be seen positively or negatively. The diversity can bring advantage into dealing and into cooperation to view the problems from different angle. Most of the Czech respondent see positive perspective in the diversity of the ideas, but some of them saw negative attitudes as working slowly, too much talking and poor quality of ideas. Indians were just positive in the answers on the diversity, even some respondents could perceived the negative traits of their own culture and adapt themselves onto Czech way of thinking.

The process of adaptation or acceptance of cultures depends on the open – mindedness of people who are interacting with the different culture and also the reflection of their own culture. After some time of cooperation this process can be seen. Czech found out so many differences in working attitude of Indians and mostly in the negative approach. The decision of Indians is made by superior, so it prolongs the decision making process as Czech depends on the given plan. And also as it has been already written above, Czech depends too much on time management and planning, which is not so important for Indians as they are relaxed and less

strict in define process. But Indians see the strict planning as loosing pace with time. For both side this was very important as open – minded people learn from the cooperation to see the negatives and positives in own culture and implemented or changed the working attitudes towards the other culture. Misunderstanding in communication and decision making appeared many times. Many times it was made by Indians approach of behaving in satisfy the customers with not saying “NO”, which affected all the collaboration. Czechs believed in the promises of Indians in delivering the results, even though Indians knew they can not make it in the set time or quality. This misunderstanding can be lowering by perception the values of the other culture and take them into consideration.

Integration of cultures is very important part of cross – cultural communication, as it reflect made compromises between the cultures. Czechs did not adapt in the way of planning or decision making of Indians, but they did in Indians behaving in the core of their culture as the communication style, body language. Czechs also had to accept the imperfection approach of Indians and plan accordingly. As Indian culture is more flexible and could see the positives in Czech style of planning, they tried to adapt to them as they could reflect the positive influence on themselves even on cooperation.

The research was also focused on the recommendation and feedback from the respondents to see the reflection of cooperation and improvements which can be done in future communication with different culture, not just foreign culture but also different corporate culture. All of the respondents, except two, were positive in the idea of having preparation before confronting with other culture, as seminars, lectures and professionals with cross – cultural experiences or HR department who can help in the misunderstanding in communication style.

The most important outcome of the research is the analysis each respondent and her/his answers and the impact on behaving in the communication style. From the analysis could be seen, that who were at least aware of culture and its differences, could perform in the

communication and negotiation more successfully than those who started to work immediately without any preparation.

From the research can be observe, that Czech and Indian culture differs and communication is the most important aspect in the business. If the employees nor companies are not prepared, than the business communication cannot be successful and makes problems in any cooperation. In communication with different culture is very important to be aware of the differences in any style which is connected with negotiation. The recommendation results from the respondents itself as companies should prepare their employees, by offering seminars, lectures and hiring managers/professionals who can help in communication misunderstandings. Better preparation then better cooperation and successful business.

6 CONCLUSION

Under the word and term Globalization is hidden the interaction with different cultures on daily basis at work environment, friendships, relationships or traveling on holidays. For these interaction is very important to know the cross – cultural behaviour and its basic values, believes based on Hofstede dimension and on Gesteland Cross – cultural business behaviour. To know all the patterns of cultures help you in understanding different approaches of cultures and help you in avoiding the cultural shock, which occurs every time when interacting with different culture. Every culture differs in the terms of believes, values, rituals, heroes which are thought in the early childhood and cannot be changed in the cycle lifetime, which can very useful in studying other cultures as the core of the culture is not changing rapidly. This makes the basement for research on issues related to culture as Czech and Indian culture differs from each other.

The theoretical part is made as a proper guidelines in the field of culture and to discover the basic traits of culture and its dissimilarities. Immense numbers of amplification of culture and its patterns and cross – cultural behaviour can be found and every clarification is describe in different words. But two the most known authors, Hofstede and Gesteland, made basic structure of cultural traits and its composition. These studies differ from each other with describing the patterns of culture, moreover these studies comprehended each other and it makes the clear concept for understanding the structure of cultures from the core values to complex business behaviour.

The main purpose of the diploma thesis had been to bring out the correspondence of theory which is described and estimated by researches Hofstede and Gesteland with the reality which is exemplify by open questionnaires. The outcome of the questionnaires, based on an extensive qualitative and quantitative analysis, is to compare the results with the theory. The results will be discuss as significant match to the estimation of researches of Hofstede and Gesteland.

The dimension of Czech and Indian culture introduced by Hofstede completely interact with the empirical part of this study. Czechs were seen by the Indians, related to the core of the culture and the communication behaviour, in the same way as Hofstede is describing. Czechs

has medium high score in the Power distance dimension - 57, which is reflected in the business behaviour as employees has hierarchical order, employees are told what to do and boss can be seen as benevolent autocrat. In the same dimension Indian culture has very high score in the power distance dimension - 77, which corresponds with the Czechs attitudes, but it is more relevant. Indians more depends on the given structure, boss in the companies had big power in the decision making and he/she is recognized by the structure.

Subsequently Czechs have very strong uncertainty avoidance in the Hofstede dimension, which is 74 in the scoring. This means this culture likes to have everything under the control and dislike to lose it. Czechs tend to have emotional needs for rules, even the rules will never work and incline in the proverb time is money. On the other hand, Indians have very low score in uncertainty, which means the opposite approach in working attitudes. In this part of working together can be seen many problems.

In the dimension of masculinity, these two cultures are on the same level of scoring. They work hard, and the job is centralized in their lives. In what my research does not correspond with the dimension of Hofstede, is that Indian culture incline to feminine culture, as the conflict are not solved straight away by fighting them out as Czechs do, but Indians try to solve it by discussion and they avoid the face to face conflicts.

The last dimension introduced by Hofstede is Individualism/Collectivism. The Czech Republic with the score 58 is taken as Individualism society, which leads that individuals have a strong awareness of independence and in the companies, employees is entitled to have own opinion, which is respected by colleagues. In these societies employees tend to have open and assertive communication. To the contrary Indians have score 48 in the dimension as collectivism society. Employees are loyal and responsible for the group as a whole then give preference to their own goals. Even though the score is very low and should incline to collectivism, Indians are also individuals as its set up by the religion – Hinduism. In the religion the individual is responsible by himself/herself in the life cycle.

Hofstede's research gives the insight into cultures, which are specify by the dimensions, but Gesteland in his research focused on interaction of cultures and consequently the behaviour of citizens in the society during the cooperation.

By Hofstede's research the cultures Czech and Indian have some similarities and common features, but in the analysis of Gesteland, these two cultures do not have anything in common from the consideration of the cross – cultural communication.

By the research made by Gesteland, Czechs are deal – focused society, which means during the negotiation they go directly to the point of the discuss issue, but Indians tend to build the relationship first before the dealing, by which Indians are considered as the relationship focused society.

In the responds the most discuss issue was the timing management as Indians had to many delays, did not reflected the planning and organizing the projects on which were working together with Czechs. This is names by Gesteland as Czechs are monochromic society as Indians are polychromic country.

What was also seen by the Czechs respondent was the structure of Indian thinking and describing of ideas. They talked so loudly, interrupted each other and the comfort zone is much tighter than Czechs have. This is the confrontation of expressive - Indian and reserve – Czech culture.

Some similarity of the expression of the cultures by Gesteland can be considered in formality of cultures. Czechs are on the borders with formal/informal description and Indians are very formal society. This can be seen in the negotiation process made by Indians where the reflection of hierarchy is and all have to be discuss with superior and Czechs on the other hand tend to be more equal in terms of status in the company and decision making process.

In nowadays time, almost every company, which want to be able to compete on the market, has to deal with import and export and the cross – cultural communication opens up. To make successful business, the companies should be aware of the differences of cultures and avoid communication misunderstanding in the way of deliveries and understanding the core values of the business and its problematic. Also what encountered when dealing with different culture at

the beginning is the appearance of cultural shock. When the individual can feel confused, frustrated, being isolated and afterward being depressed, also the appearance of not understanding by the surroundings. To avoid these symptoms, the individual can prepare herself/himself by studying documents about the concrete culture and analyse the core values, believes, symbols. The basic elements of cross – cultural behaviour and communication, every employee who facing the negotiation with different culture, should know all these to minimize losses in the business which can appear after not understating status of the other culture. Also all these studies should be supported by the companies by seminars and lectures, when the employees are integrated with other cultures, to prepare the employees for negotiation and cross – cultural communication with different cultures.

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8.2 QUESTIONNAIRE

Question 1: What is your nationality?

Question 2: How long you have been working with colleagues from different culture?

Question 3: What is your position in the company?

Question 4: In your words what the term culture related to business means to you?

Question 5: What is considered the most respectful/disrespectful in your culture with regards to business communication?

Question 6: In your company, the level of responsibility given to people is linked to:

- their position in the company
- the number of years spent in the company
- their age
- their sex
- other

Question 7: Your boss:

- is hard to reach
- can be reached easily
- needs to have authority
- doesn't try to appear powerful

Question 8: Before you met Czechs/Indians colleagues did you read or study about their culture? Did your company provide you the informations or did you attend any seminars related to this topic?

Question 9: Was your perspective on the diversity of ideas (during e.g. brainstorming) that working with different cultures can provide positive or negative? Please, explain.

Question 10: After some time working together with Czech/Indians did you find some similarities or differences in working attitude? (planning, organizing, decision making)

Question 11: To the best of your knowledge, has misunderstanding in communication or problems related to cultural differences ever stood in the way during decision making process?

Question 12: When working with people from Czech/Indian culture did you adapt to their approach towards planning and/or decision making?

Question 13: Do you think, cross-cultural seminars related to business communication and learning about differences between cultures would help you in cooperation with Czechs/Indians?

Question 14: Based on your experiences during cooperation with Czech/Indians colleagues, what would your feedback be on:

- Training provided by your company related to cross-cultural communication
- Support and/or solving problems connected to cultural (mis)understanding from HR department
- Other:

Question 15: Would you like to add something?

8.3 SELECTED ANSWERS OF RESPONDENTS

In your words what the term culture related to business means to you?	Czechs	- method of communication - work attitude / performance - style of cooperation
		For me culture in relation to the business means: - different business models (ex. credit cards model in US vs. CZ) - different habits and social skills: accuracy, self-organization,... - different approach to the work (Italians vs. Germans)
		Big problems :) - Communication style - each culture has different ways of expressing themselves. In this respect without knowing the respective culture, it is hard to know the true meaning of the message - Speed of business/negotiation - Passive/aggressive business strategy & approach
		In other words, everything that constitutes culture in the original meaning (ways, traditions, language, knowledge, history) translates into business in the way people interact with each other, body-language, appearance, work style, etc.
		Having a certain kind of attitude within a company.
		Different expectations on decision making, different timing and problem resolution approach.
		?
		confusing
		the way how soft skills are applied when "doing business" - respect, politeness, honesty, ways of negotiation, communication, settlement of issues, sensitivity to risks, decision making process.
		The cultural influence on how the person act in terms of business disciplines such as communication, negotiations, keeping agreements.
		Vzájemné chování, snaha vyjít si vstříc, interpersonální vztahy ve smyslu nastaveného kodexu.
		No idea.
		reliability, keep to the contract, keep a promise, fair play,
		Social habits, rules, priorities, a pproach how to do things, manage them, execute them.
	opportunity to learn new thinks	
	understand sense of business ideas by another society humans	
	Business culture...how employees communicate with one another, how are defined processes of business and how are the processes respected and abided.	
	Indians	Culture defines the general behaviour and attitude of people.
	To be able understand the customer and his requirements better	
	The term "Culture" in a business perspective for me is	
	"The methodology of effective interaction and the methodology of building mutual trust to take the business to the next frontier"	
	How we interact with each other. How much we respect each others thoughts and space. How we discuss and handle conflicts.	
	Culture related to business means the way business is done in each culture. Business includes all phases like discussion, agreement, payment etc	
	Culture is the means of understading each other, without understanding the customer's culture , its impossible to make the customer understand you	
	Culture means to be awares of differences of other cultures and in business is to be aware that some gestures or the way of speaking can mean something different in other culture	
	if we do not undestant the culture of customer, suplier or business partner, then we cannot make a good business as we really cant expexted what they really mean	

What is considered the most respectful/disrespectful in your culture with regards to business communication?	Czechs	Not keeping promises / commitments / deadlines
		Providing incorrect information
		Keep milestones
		Respectful:
		- Respecting university degree titles (Bc., Ing., PhD, ...) when addressing a person
		- Last name basis in workplace at first contact
		- Shaking hands during business meetings - firm handshake
		- Eye contact during business communication - looking straight into the business partner's eyes
		- Business/Business casual attire
		- Small talk before core business talk starts
	- Arrival on time for the business meeting	
	Disrespectful	
	- First name basis without title acknowledgement	
	- Late arrival for the business meeting	
	- Leisurely attire for a business meeting	
	- Avoiding eye-contact	
	people in the world should to talk each other more	
	Keeping one's word and keeping gentleman's agreements. This empowers trust and respect between the parties.	
	Respectful is proper hand-shaking, keeping eye contact during conversation, waiting until the other person finishes the sentence before start speaking, saying please and thank you.	
	Disrespectful is interrupting during speaking, not keeping eye contact, having the personal zone too small, touching each other too much, lying, doing something else than was agreed, not saying please and thank you. Very disrespectful is burping and doing other sounds from stomach during speaking.	
when I do not believe in words, which other party tells me - they lie to me face to face.		
respectful: to be honest, deliver on time and in promised quality		
disrespectful: to lie, be late and saying yes in face to face and meant it		
promising something that cannot be done		
The most respectful: reliability, delivery on time, competency, experience		
The most disrespectful: delays in delivery of tasks, weak quality of outputs, not respect deals, not keep the word		
Indians	Racism and mistrust is considered disrespectful.	
Most disrespectful is rude language		
Most Respectful: A humble and polite interaction and the end to end process of how you are taken care of in the business atmosphere.		
Most Disrespectful: Getting treated based on your Race, Culture and Ethical status		
Disrespectful: (Though I am not for it but its true) Being blunt on the face. Being frank specially when there are your bosses around. Shouting/screaming just to put your point across.		
Respectful: Hard truth, always agreeing (Indians nodding your head) to their bosses at times also addressing them as "Sir".		
Not putting down your fellow colleague.		
Respectful: communication containing salutations like dear, hi, hello and closing with regards		
Disrespectful: direct accusation, usage of names		
Respectful-- Being Punctual , On-time to meetings		
Disrespectful- Attending calls on phones in the meeting		

<p>Before you met Czechs/Indians colleagues did you read or study about their culture? Did your company provide you the informations or did you attend any seminars related to this topic?</p>	Czechs	<p>I studied International Relations and Diplomacy at the University of Economics in Prague. During the studies, I had several subjects on culture in international relations, diplomacy as well as in business. Therefore, I had the chance to study about the Indian culture before I started working with Indian colleagues.</p> <p>However, the company itself did not provide me with any specific informations or seminars on the Indian culture and business with India.</p>
		Yes, I did.
		My company didn't provide me any information about their culture.
		Only heard things which are commonly known. No specific seminars were provided by the company. Only very little.
		No
		no
		no
		I studied some Indian behaviour specifics in my free time and had some stories from experienced colleagues. There were no official seminars which would prepared me for Indian culture.
		No I did not study any papers nor my company provided any seminars. Never before think about to study about.
		Company did not provide anything. I have read about cultural differences but not related to Indian culture
	No, never red anything and other information provided	
	Indians	Yes
		yes
		Yes, I read about their culture and was briefed thoroughly through some documentation and classroom sessions.
		Yes, Infosys has a portal where there are documents and presentations on different cultures round the globe.
		No exposure of Czech culture before coming to Czech
		Yes . Soft skills training provided in general
yes I did study about czech culture and also our company provide us seminars and on company website we have all documents and presentations about different cultures		
As I had been already working in Europe, I know how important is to know the culture of the country you are. So before coming to the Czech Republic I had read some important articles about Czech culture and also had some advices from my friends already living in Czech Republic		

<p>Was your perspective on the diversity of ideas (during e.g. brainstorming) that working with different cultures can provide positive or negative? Please, explain.</p>	Czechs	Positive, they are affected by their culture and background. They have different points of view.
		It more depends on people you are working with than different culture.
		Negative
		During brainstorming, it is vital to have as many different views as possible to come up with the best and out-of-the-box solutions. Therefore, my perspective on the diversity of ideas when working with different cultures was positive.
		It can be very positive because you can get a completely different point of view.
		People need to be open and tolerant to different ideas, reactions that may be caused by misunderstanding.
		It was positive and negative as well. We are not able to understand sometimes. People from different countries respect different behaviour.
		positive, as I had long-lasting experience with working with different cultures from my previous job.
		My perspective was negative. Any kind of work was very slow, too much talking, ideas and solutions tended to be poor quality and not much thinking was present before decisions were made. Indian brainstorming has to involve many people because one person is never able to make any decision or come up with some decent idea.
		Indians were DIFFERENT, I can not say in positive or negative meaning, just different.
	Indians	The diversity was positive, Indians brought the way of relaxed attitude into our stress way of working. Also I can see working with different cultures can be very positive as bringing new ideas and other perspectives into thinking.
		Personally, I like to work with people from different cultures. We have had no major problems with different cultures, but with quality/seniority/experience of people we had to cooperate.
		Always positive
		Another mentality + my personal experience = creative ideas
		Working with different cultures has brought in diversity in ideas. By working with different cultures we were able to identify the good and bad practices in our work culture. Adapting to the good practices of other cultures has definitely brought about positive change in business.
		positive
		Definitely Positive:
		You need to exhibit tremendous amounts of patience when interacting with people from different backgrounds.
		According to me it is like polishing a diamond. You need to be skilled, patient and proactive to get the best results in a diverse cultural scenario.
		Sorry, could not relate to the question.
This depends on how we take it. But there are lots of positives working in another culture. Initially it would be necessary to understand the culture and then it works very positively.		
Depends		
very positive as working with different cultures can bring other perspectives on the problems		
It depends, but usually the diversity of ideas is positive. You can see or learn from the other cultures the different way of thinking.		

<p>After some time working together with Czech/Indians did you find some similarities or differences in working attitude? (planning, organizing, decision making)</p>	Czechs	Similarities: Indians are not always on time when going to work. Neither Czech are. There are differences in organising and in the way of taking responsibility.
		Yes
		They are more relaxed and often do not follow agreements.
		major difference is that: Czechs usually find problem everywhere and everytime, even there is none. Indians do not see the problem at all although there might be many.
		I found many differences. Planning, Organizing was done very quick and shallow, always much lower quality than usual and expected in local czech conditions. Decision making very complicated, decision makers are only few people in indian company, very slow communication. Working attitude in under usual local effectivity, common sense not much involved.
		I do not know how they think :-D
		A lot of differences, Indians working attitude is very relaxed, even though it seems they work hard. They plan very optimistic that in future all can be somehow solved. In organizing things they are very unstructured
	Indians	only differences: they planned smth but not made it as they share almost everything, we had even problem with access cards to bank (it should be provided just on names), but after some time, just few of Indians had the correct access card :)
		Indian colleagues worked more long, than we.
		Most people can usually see only the differences. I found these differences: - Indians are more flexible and less strict in defined processes (in positive way) - Indians usually do not check if they really understand their assignments - Indians do not meet their deadlines
		Ind obecně nedá vlastní postoj sám za sebe, vždy ho musí konzultovat s nadřízeným nebo kolegy. To podle mě u nás nefunguje, nebojme se postavit za svůj názor. Zatímco v ČR se snažíme práci co nejvíce automatizovat a eliminovat tak ruční zásahy, v Indii naopak mají tendenci dělat všechno ručně. Nevím, zda je to dáno kulturou nebo jen rozdílnou cenou lidských zdrojů na trhu práce. My se snažíme si práci ulehčovat.
		There was a lot of difference between Czechs and Indians in the way people plan and make decisions.
		yes
		Yes.
The direction of attacking a problem might be different, but once the problem and solution are identified, the approach is pretty much standard and well defined.		
Yes. Czechs (Would not want to pass a general statement, but at least my counter parts) gave great emphasis to planning and on minute details. But felt they were slow at taking decisions. Might be at times when we try to plan very hard and try to attain perfection, we tend to loose pace with time.		
There are definitely differences in almost every phase you have given.		
There were very few similarities.		
Yes, there are similarities like Expecting participants in meeting on time, Agenda for the meeting to be made available before the meeting.		
No- Using rough words is fine in Czech in the meetings, whereas in India rough words is not allowed		
Alot of differences, Czechs plan almost everything, always they are prepared for meeting and you get the materials before the meeting to be prepared what will be discussed		
In my opinion Czechs are little pedants, all is set, planned and on time. I had to adapt their culture in planning and organizing		

To the best of your knowledge, has misunderstanding in communication or problems related to cultural differences ever stood in the way during decision making process?	Czechs	No, also another phases were impacted - analysis, design, implementation.
		In partial cases it happened.
		Sure they did.
		Very often this happened.
		Ano, vždy.
		Yes. Indians almost never say word "NO", so we thought that functionality is in the system, but very often it was not truth:-)
		Almost all the time. Indians never say NO. In our culture we are use to say the right way what we think and word NO is used often. Many times I asked Indians to manage smth and it had never been done as it has low priority but never got the right answer of NO. Sometimes not to say not, they stop talking
		Language was not the key issue, mainly mind setup, different perspective of solving problems and teir priority.
	Sure - many times	
	Yes	
	Čhtěli jsme zavést nové funkcionality do standardního indického produktu a nepochodili jsme. Zatímco Indové odmítli nápad s tím, že to nejde, Čech by hledal jakýkoli způsob alternativního řešení, aby to šlo. Ind alternativu nenabídne. Ve finále jsme projekt zrušili a spolupráci ukončili.	
	Yes.	
	Instances where the other individual consensus are not given enough weight based on his cultural background have resulted in major misunderstandings in the communication. However they differ from instance to instance and from person to person.	
	Not really. There had been conflicts but guess it was business and not cultural differences.	
	Yes.	
	very often we had some conflict based on missunderstading	
most of the time, because of our respect for boss Indians avoiding to say NO and it made a problems		

When working with people from Czech/Indian culture did you adapt to their approach towards planning and/or decision making?	Czechs	Not really
		Well, I have tried to set up communication and cooperation principles which would be accepted and used by both parties. Not always with success.
		Not at all.
		I think that neither culture adapted to the opposite one fully. Some compromise has surely been reached, but I think that both sides kept to their approach.
		Partly. Indians are very different from Czech.
		Not really adapted, but need to count with their different approach to work and control after them.
		it been always a matter of many compromises.
		By the time I adapted to the low quality, slow communication and complicated decision making process and I was much tougher in communication, I checked Indian work regularly, requested higher quality and kept complaining all the time.
	No, I stopped trusting their statements	
	Cannot say addapt, but had to find the way to understand their body language to realize what they are saying. By nodding their head you can find of saying Yes or No :)	
	never, they were too unstructured and non organized. I had to help them to make excel sheet to even know, who were onshore, ofshore, who has which access etc	
	nothing to learn	
	Partially. We still need to control everything after them	
	Yes working with czechs we found cultural clashes hindering progress of project. Project tried to adapt to czech culture to bring project on track.	
	Yes	
	Yes, wherever it sounded logical and made sense to me.	
Tried to. And actually have picked up lot of cues and that development/improvement in me "eye for details" is actually help me in my work.		
Yes. I did adapt		
Yes		
as I worked in czech company and in czech environment, I had to addapt the approach of planning as Czechs planned every meeting and wanted to be sure in timing		
I have addapt planning style and now even I am not in the Czech Republic I still try to keep the way		

Do you think, cross-cultural seminars related to business communication and learning about differences between cultures would help you in cooperation with Czechs/Indians?	Czechs	Yes, I do.
		Yes. Especially for our Indian colleagues in India. Bit of European working etiquette.
		definitely yes.
		Yes, it would help. It would perhaps better setup the expectation in terms of effectivity, quality, manners.
		Rozhodně, byla velká chyba, že neexistovaly.
		Sure!
		definitely, we started to work with them without knowing anything about the differences and we cooperate with them as the same culture and it was leading to misunderstanding. If we know about the culture more from beginning, then we could avoid many problems after and not be learned by mistakes we did during cooperation
		probably yes, at least to know before we started to work with them how non organized they are
		It's only good for top management.
		Yes, it would definitely help to better understand our partners and based on this correct our expectations.
	Indians	Rozhodně to ušetří spoustu času, kdy musíte rozdíly objeovat až během spolupráce. Ve finále to ušetří i spoustu nákladů, pokud zahájíte spolupráci na projektu, který nakonec nedokončíte. Podle mě to pomůže i rychlejšímu prolomení ledů a ochotě spolupracovat.
		no, i dont care about business
		No due to the fact that you can not change the mentality of people which is one of the foundations for culture.
		cross-cultural seminars give us fair amount of idea on different cultures and that definitely helps in co-operating while working together.
		Yes
		A definite Yes. This is a gap in the business etiquette that needs to be bridged and addressed.
		Ya. during my most memorable and lovely 4 years in czech, I always felt czechs are reserved people. Might be because of their bad history. But once they open up with you (not easy though) they are fun to be with. Best way to get/make czech buddies is "BEER" or as I would love to call it "PIVO"...
		Definitely it will help
		Yes
		definitely the seminars provided by our comapany helped me to better undestand Czechs from the beggining
definitely yes, it can help people to undestand some ways of communication and behavior of the other culture and will count with it in business		

8.4 PERCEPTION OF CROSS – CULTURAL AWARENESS BY EACH RESPONDENT

What is your position in the company?	In your words what the term culture related to business means to you?	Was your perspective on the diversity of ideas (during e.g. brainstorming) that working with different cultures can provide positive or negative? Please, explain.	After some time working together with Czech/Indians did you find some similarities or differences in working attitude? (planning, organizing, decision making)	To the best of your knowledge, has misunderstanding in communication or problems related to cultural differences ever stood in the way during decision making process?	When working with people from Czech/Indian culture did you adapt to their approach towards planning and/or decision making?
Senior manager	- method of communication - work attitude / performance - style of cooperation	xx	Yes, quite significant. In some cases I noticed ad-hoc approach instead of systematic and consistent approach.	No, also another phases were impacted - analysis, design, implementation.	Well, I have tried to set up communication and cooperation principles which would be accepted and used by both parties. Not always with success.
Senior manager	For me culture in relation to the business means: - different business models (ex. credit cards model in US vs. CZ) - different habits and social skills: accuracy, self-organization,... - different approach to the work (Italians vs. Germans)	It more depends on people you working with then different culture	There were many differences: - they are not so hardworking - they had much worse time management - they are not so reliable	In partial cases it happened.	Not at all.
Manager	Big problems :)	Negative	Yes	Yes	No
Senior manager	?	Neutral	Yes They are more relaxed and often do not follow agreements.	I do not understand the question	it depends