

# Index

## • A •

AAR (Automatic Approval Route) for FDI, 69–70  
ABC International Placement Service, 109  
accents, adapting to, 26–28  
accident (medical) insurance, 86, 113  
accountants, 286  
acronyms, 297  
advertising for employees, 108  
advisors, Indian, 227–228  
Agartala (city), 34  
age demographics, 22  
agriculture  
    funding for, 150–151  
    Jats involved with, 41  
    monsoons affecting, 35  
Ahmedabad (city), 75  
AIADMK (All India Dravida Munnetra Kazhagam), 131  
air travel to India, 165–166, 171–172  
air travel within India, 178  
airlines (domestic) sector, 69  
airports, 32–34  
Aizaw (city), 32  
alcohol  
    dry days, 310  
    with meals, 269  
All India Dravida Munnetra Kazhagam (AIADMK), 131  
alms, giving, 183  
alternative medicine, 325  
American Chamber of Commerce (Amcham), 58, 124  
Andhra Pradesh (state), 32  
angry outbursts, avoiding, 281  
Anna University, 107  
annual budget, announcement date of, 25  
apartments, renting, 173–174  
apologizing, 282  
arbitration, 233–234, 291–292  
arbitration clause, in contracts, 226  
arms and ammunition sector, 68

art, studying, 326  
*Arthasasthra* (by Chanakya), 36  
Articles of Association, 85  
Arunachal Pradesh (state), 32  
asking questions, 246, 247  
Assam (state), 32  
assertiveness, when required, 176–177  
Associated Chambers of Commerce and Industries of India, 134  
Astrology, 255  
atomic energy sector, 68  
attitude and perseverance for business, 14  
attorneys, using, 102  
audience for business plan, 50, 53–54  
audits, 159–160  
auspicious trading (muhurat trading), 57  
Automatic Approval Route (AAR) for FDI, 69–70  
automobile industry, 208, 220  
*Ayudha Puja* ceremony, 276  
Ayurveda centers, 325

## • B •

B (Business) Visa, 164  
babus (government officials), 137–138, 228  
background checks for employees, 289  
Bahai Temple, 322  
Bakrid festival, 278  
bandhs (strikes), 76, 123, 229, 289–290  
Bangalore (city), 23, 31, 32, 74  
Baniyas (business community), 41  
banking and financing  
    banking hours, 148  
    categories of banks, 147–148  
    Foreign Exchange Management Act (FEMA), 70, 149–150  
    institutional financing, 150–151  
    liberalization affecting, 19  
    policy changes of, affecting business plan, 65  
    private banking sector, 69  
    regulations regarding, 148–149

- banking and financing (*continued*)
  - Reserve Bank of India (RBI), 65, 146–147
  - stock market, 151
- beggars, 183
- Bhadohi (city), 77
- Bhagwad Gita* (Celestial Song), 277
- Bharatiya Janata Party (BJP), 130
- Bharatpur Bird Sanctuary, 322
- Bhopal (city), 33
- Bhubaneswar (city), 33, 75
- Bihar (state), 32
- biotechnology development, 18, 208
- Birla Institute of Technology and Science (BITS), 104
- BJP (Bharatiya Janata Party), 130
- Board of Approval (BoA), 156
- body contact, avoiding, 309–310
- body language and tone of voice, 244, 247–248
- Bohras (business community), 42
- Bollywood (Bombay + Hollywood), 18
- Bombay (Mumbai), 33, 74
- BPO. *See* business process outsourcing
- Brahmana (Brahmin) class, 39
- Brahmins (business community), 41
- branch office, 79–80
- branches of government, 126–127
- British East India Company, 37
- broadcasting sector, 69
- B-Schools (business schools), 318
- build own transfer outsourcing, 83
- buildings. *See* facilities
- bureaucracy. *See* red tape
- bus travel, 178–179
- buses, demand for, 208
- Business (B) Visa, 164
- business cards, 260–261
- business communities, 40–42
- business etiquette. *See* etiquette
- business growth, 13–14
- business partners
  - business plan targeting, 53–54
  - for business process outsourcing, 94, 96
  - involving in business plan, 58–59
- business plan
  - audience for, 50, 53–54
  - banking system affecting, 65
  - clarity of language used in, 50
  - competition, identifying and planning for, 61
  - customers, identifying, 51–52
  - emotional logic, considering, 61–62
  - exchange rates affecting, 63–64
  - financial planning and projections, 55–56
  - financial resources, 52–53
  - form of business, options for, 60
  - health concerns affecting, 65
  - implementing, 62–65, 85–86
  - importance of, 49–50
  - Indian colleagues, involving, 58–59
  - international treaties affecting, 64
  - legal considerations for, 60, 63–64
  - major considerations for, 12
  - as management tool, 54–55
  - monitoring, 62–63
  - monsoons affecting, 64
  - name dropping in, 58
  - politics affecting, 64
  - potential problems in, 54, 59–60
  - product or service, describing, 50–51
  - as promotion tool, 53–54
  - publicity for, 58
  - social impact, 56
  - tax changes affecting, 63
  - timing of, 57–58
  - trade treaties affecting, 64–65
- business process outsourcing (BPO)
  - benefits of, 91
  - communication with Indian colleagues, 97
  - contract for, 94
  - cost increases, 96
  - information about, 93
  - inspection of facilities, 100
  - logistical considerations, 98
  - managing, 95, 96, 98–99
  - partners for, 94, 96
  - personal visits, 99–100
  - plan for, 83–84
  - regulations, compliance with, 100–102
  - services provided by, 92
  - sharing information, 99
  - skills shortage problems, 95–96
  - time required to get started, 93
  - training required for resources, 93
  - types of, 83
- business schools (B-Schools), 318
- businessmen from across the seas, 42

## • C •

- cabs at airport, 171–172  
 capital costs, 56  
 capital gains, 153  
 capital markets, investments in, 72  
 captive outsourcing, 83  
 car and driver for employees, 114–115  
 car traffic, 177, 179  
 CAs (chartered accountants), 134, 286  
 cash flow projections, 54  
 caste system, 39–40  
 celebrities, marketing using, 191–192  
 Celestial Song (*Bhagwad Gita*), 277  
 cell phones, 46, 180–181  
 Central Government Ministry for industries, 135  
 Central List, 129  
 C&FAs (clearing and forwarding agents), 196–197  
 Chambers of Commerce, 134  
 Chanakya (author of *Arthasasthra*), 36, 315–320  
 Chandigarh (city), 32, 33, 75  
 charitable institutions, volunteering at, 325–326  
 chartered accountants (CAs), 134, 286  
 Chennai (city), 34, 74, 77  
 Chettians (business community), 41  
 Chhattisgarh (state), 32  
 Chidambaram, temple of, 322  
 Chief Justice, 127  
 child labor rules, 100–101  
 China, growth of, compared to India, 207  
 Christians of Kerala (business community), 41  
 Christmas festival, 278  
 CII (Confederation of Indian Industries), 58, 136  
 civil servants, 138, 139–140  
 classes (varnas), 39–40, 43–46  
 clearing and forwarding agents (C&FAs), 196–197  
 closing a business, 298–300  
 clothing, 252–253, 261–263  
 CMP (common minimum programme), 130  
 coalition governments, 130  
 coastal plains region, 30  
 Code of Civil Procedure (CPC), 231  
 collections, 54  
 collectivism, 239–240  
 “college”, term, when to use, 105  
 colleges and universities, 104–107  
 commas, in counting system, 145  
 common minimum programme (CMP), 130  
 communication. *See also* culture; etiquette; languages  
     accents, adapting to, 26–28  
     angry outbursts, avoiding, 281  
     apologizing, 282  
     asking questions, 246, 247  
     assertiveness, when required, 176–177  
     body language and tone of voice, 244, 247–248  
     clarity of language in business plan, 50  
     differences in style of, 11, 98–99, 243  
     dinner conversation, 272–273  
     divided attention during, 248–249  
     filler words used by Indians, 263  
     foreign language, avoiding, 282, 310  
     gestures, 264–265  
     in high context culture, 248  
     holidays affecting, 97  
     impressions given by, 246–247  
     keeping in contact with employees, 318–319  
     for long-distance business, 97  
     telephone communication, 97, 179–181  
     topics to avoid or broach carefully, 250  
     unfamiliar phrases and idioms, 107, 295–297  
     vocal noises, 264  
     “yes” and “no”, nuanced meanings of, 245–246, 296–297  
 Communist Party of India (CPI), 130  
 Communist Party of India-Marxist (CPI-M), 130  
 compensation for employees, 112–116  
 competition, identifying and planning for, 61, 320  
 computer hardware manufacturing sector, 69  
 computer services sector, 71  
 concessions, tax, 155–157, 211–212  
 Concurrent List, 129  
 Confederation of Indian Industries (CII), 58, 136  
 Congress (I), 130

- construction sector, 16–17, 71
  - consultants, 122–124
  - consumer electronics sector, 221
  - contracts
    - disputes, settling, 229–234, 290–292
    - drafting, 224–227
    - negotiating, 226
    - not binding, 224
    - renegotiating, 224
    - unwritten agreements, avoiding, 226–227
  - conventions used in this book, 2, 5–6
  - copyright laws, 234–235
  - Corporate Social Responsibility (CSR), 182–183
  - corruption, 206–207, 288
  - Council of Ministers (Union Cabinet), 127
  - counterfeiting, avoiding, 217–219
  - counting system, 145–146
  - countries investing in India, 72
  - courts, 127, 230–231
  - CPA-qualified accountants, 286
  - CPC (Code of Civil Procedure), 231
  - CPI (Communist Party of India), 130
  - CPI-M (Communist Party of India-Marxist), 130
  - credit cards, 172
  - criminal law, 232
  - criticism, offering, 280
  - crores, in counting system, 145–146
  - crowds
    - at airport, 171
    - in public spaces, 181–182
  - crude oil refining, 18
  - CSR (Corporate Social Responsibility), 182–183
  - cuisine, 270–271, 324
  - culture. *See also* communication; etiquette
    - body contact, avoiding, 309–310
    - in business, flexible working hours, 249–250
    - in business, of your company, 117
    - in business, working styles, 250
    - clothing, 252–253, 261–263
    - collectivism, 239–240
    - differences between India and the West, 251–252
    - differences within India, 252–254
    - family ties, importance of, 118, 240–241
    - hierarchical relationships, 242
    - Hindu influence on, 254–255
    - joint family system, 42–43, 186
    - learning, 244
    - personal lives included in work, 14, 121, 281, 311
    - preconceptions of, avoiding, 243
    - public displays of affection, avoiding, 309–310
    - reciprocity in conduct, 244
    - respecting differences in, 314
    - right and wrong, contextual nature of, 256
    - time, perception of, 249–250, 282–283, 297
  - culture shock, 169–170, 176–177, 181–182, 309
  - currency (rupees and paise), 2, 144–146
  - customers, potential, 51–52
  - Customs at airport, 171
  - customs clearance, delays in, 293–294
  - customs duties, 56
- ● ●
- Dabhol (city), 74
  - date of annual budget announcement, 25
  - DC (Development Commissioner), 156, 157
  - de Gama, Vasco (Portuguese explorer), 36
  - Deccan plateau, 30
  - defense industry sector, 69
  - Dehradun (city), 34
  - democracy, India as, 125. *See also* government of India
  - destiny, in Hinduism, 254–255
  - Developer, in SEZ, 156
  - Development Commissioner (DC), 156, 157
  - dharma (duty), 15
  - direct outsourcing, 83
  - direct sales, 195
  - direct taxes, 152–153
  - distribution systems. *See also* exports; imports
    - arrangements with Indian businesses for, 84
    - distributors/stockists, 196–198
    - inefficiency of, 287
    - retailers, 198
    - three tiers of, 196
    - wholesalers, 198
  - distributors, 196–198
  - division of power in government, 128–129

Diwali festival, 57, 278  
 “doing the needful”, 107  
 domestic airlines sector, 69  
 Domestic Tariff Area (DTA), 156  
 door-to-door sales, 194  
 double taxation, 158  
 Dravida Munnetra Kazhagam (DMK), 131  
 driver and car for employees, 114–115  
 Dronagiri (city), 77  
 Durga Puja festival, 279  
 Dusshera festival, 279  
 duties, 154  
 duty (dharma), 15

● **E** ●

East India Company, 37  
 Eastern Ghats, 31  
 eating. *See* meals  
 economic growth of India  
   compared to China, 207  
   history of, 15, 36–38  
   potential of, 18  
   rate of, 9, 17  
   reasons for, 10–11, 186  
   sectors with growth potential, 19  
   Worldwatch Institute statement  
     regarding, 24  
 economic law, 132–134  
 education abroad, of Indians, 24  
 education for all (Sarva Shiksha Abhiyan), 25  
 educational system  
   colleges and universities, 104–107  
   origins of, 23  
   quality of, 23  
   scope of, 103–104  
   teachers, as placement officers, 107  
   teachers, quality of, 105  
   teachers, value of, 106  
   value of, 104  
 Egon Zehnder International (placement  
   agency), 109  
 Eid-ul-Fitr festival, 279  
 electricity, 25, 174–175, 206  
 electricity sector, 71  
 e-mail communication, 97  
 emergencies, medical, 176  
 emotional logic in business dealings, 61–62  
 employee visa, 164

employees  
   advertising for, 108  
   availability of, 105  
   background checks for, 289  
   car and driver for, 114–115  
   compensation for, 112–116  
   firing, 282  
   flexible working hours of, 249–250  
   freelancers, 120  
   fringe benefits for, 113–115, 117  
   groupism, 122  
   health of, 65  
   hiring, 317–318  
   holidays for, 115  
   housing-related benefits for, 115  
   Internet recruiting, 110  
   interviewing, 106–108  
   job fairs for, 109–110  
   keeping in contact with, 318–319  
   labor laws, 216–217, 228–229, 299–300  
   leave for, 113, 115, 241  
   loyalty of, encouraging, 117–119  
   in manufacturing sector, 204–205, 207  
   motivating and keeping happy, 317  
   NRIs (non-resident Indians),  
     24, 110–111, 312  
   performance evaluations of,  
     113, 119–120, 250  
   personal lives included in work, 14, 121,  
     281, 311  
   placement agencies for, 108–109  
   problems with, 294–295, 298  
   respecting, 312–313  
   rewarding, 312–313  
   salaries for, 10, 56, 112–116  
   termination packages for, 116  
   trade unionism, 121–122, 123, 229  
   training for, 93, 117, 118–119, 303–308  
   working from home, 120  
   working styles of, 250  
 Employees’ Provident Fund Organization, 86  
 Employees’ State Insurance Corporation, 86  
 energy costs, 56  
 English language  
   Indian accents in, adapting to, 26–28  
   Indian proficiency of, 22, 26, 103  
 entertainment industry, 18  
 entry method for business, 78–85, 210  
 environmental laws and regulations, 25, 217

- EOUs (exported oriented units), 78, 211
- EPCG (Export Promotion Capital Goods) scheme, 212
- Epic Tales (*Puranas*), 304
- EPZ (Export Promotion Zone), 211
- etiquette. *See also* communication; culture
- business attire, 261–263
  - business cards, 260–261
  - courtesies, accepting, 267–268
  - criticism, offering, 280
  - firing an employee, 282
  - gift giving, 265–266
  - greetings, 258
  - as a houseguest, 313–314
  - for meals, 268–273
  - names, pronouncing and using, 258–260
  - personal lives included in work, 14, 121, 281, 311
  - shoes, removing, 262–263, 277
- evaluations, performance, 113, 119–120, 250
- exchange rates, changes to, 63–64
- executive branch, 127
- exit plans, 298–300
- Export Inspection Council of India, 100
- Export Promotion Capital Goods (EPCG) scheme, 212
- Export Promotion Zone (EPZ), 211
- exported oriented units (EOUs), 73, 211
- exports
- cost of, 56
  - data on, 91
  - errors made with, 287
- extended families, 42–43
- Ezhavas (business community), 41
- **F** ●
- facilities
- inspection of, 100
  - insurance for, 287
  - for manufacturing, 214–215
- Factories Act, 216–217, 229
- fairs (Melas), 199
- Falta (city), 77
- family
- joint family system, 42–43, 186
  - ties with, importance of, 118, 240–241
- FDI (foreign direct investment)
- Automatic Approval Route (AAR) for, 69–70
  - government approval by FIPB, 70–71
  - liberalization affecting, 16–17
  - sectors benefiting from, 17
- Federation of Indian Chambers of Commerce and Industry (FICCI), 58, 135
- Federations of Indian Industry, 134
- feet, gestures with, 265
- FEMA (Foreign Exchange Management Act), 70, 149–150
- FERA (Foreign Exchange Regulation Act), 70, 149
- festivals. *See also* holidays
- list of, 278–280
  - participating in, 277–278, 323
- FICCI (Federation of Indian Chambers of Commerce and Industry), 58, 135
- FIIA (Foreign Investment Implementation Authority), 73
- finance companies, non-banking (NBFCs), 148
- financial resources, 52–53
- financials of business, 54, 55–56, 286, 319
- financing. *See* banking and financing
- financing sector, 71
- FIPB (Foreign Investment Promotion Board), 70–71
- FIRC (Foreign Inward Remittance Certificate), 72
- fiscal year, 158
- fisheries sector, 71
- flights to India, 165–166
- fonts used in this book, 2
- food. *See* meals
- food and diary products sector, 71
- food processing sector, 221
- force majeure* clause, in contracts, 226, 292
- foreign banks, 147–148
- foreign direct investment. *See* FDI
- Foreign Exchange Management Act (FEMA), 70, 149–150
- Foreign Exchange Regulation Act (FERA), 70, 149
- Foreign Investment Implementation Authority (FIIA), 73
- Foreign Investment Promotion Board (FIPB), 70–71

Foreign Inward Remittance Certificate (FIRC), 72  
 foreign judgments, 231  
 foreign policy, 20  
 Foreign Regional Registration Office (FRRO), 165  
 foreign-owned company, 82–83  
 form of business, options for, 60  
 foul language, avoiding, 282, 310  
 franchises, 84  
 freelancers, 120

## • G •

Gandhi Jayanti festival, 279  
 Gandhinagar (city), 32  
 Ganesha (Hindu God), 274  
 Gangtok (city), 33  
 garbage collection, 175  
 GDP (gross domestic product), 17  
 gems industry, 208  
 geographic location of India  
   benefits of, 20–21  
   description of, 29–30  
   regions of, 30–31, 252–254  
   sights in, 321–326  
   states of, 31–34  
 Germany, investments by, 72  
 gestures, 264–265  
 gift giving, 265–266  
 Gir Forest National Park, 322  
 Goa (state), 32  
 goddess of wealth (Lakshmi), 143  
 Gokul Ashtami festival, 279  
 government of India. *See also* taxes  
   branches of, 126–127  
   civil servants, 138, 139–140  
   division of power in, 128–129  
   local governments, 128  
   ministers, 137, 138–139  
   political parties, 130–131  
   Prime Minister, 126, 127  
   religious unity in, 128  
   Right To Information (RTI) Act, 140–142  
   state governments, 126, 128–129  
   two houses of, 126, 127  
   union territories, 126  
   voting system, 129  
 government officials (babus), 137–138, 228

gratuity for employees, 113  
 great teacher (guru), 106  
 Greater Noida (city), 77  
 greetings, 258  
 gross domestic product (GDP), 17  
 groundbreaking ceremonies, 275–276  
 groupism, 122  
 Gujarat (state), 32  
 Gujaratis (business community), 41  
 guru (great teacher), 106  
 Gurukul system, 106  
 Guwahati (city), 32

## • H •

Haats (weekly markets), 199  
 “hardship” allowance, 38  
 Harijan class, 40  
 hartals (protests), 76, 123, 289–290  
 Haryana (state), 32  
 Hassan (city), 77  
 health  
   of employees, 65  
   immunizations for travel to India, 166–168  
   medical care, 175–176  
   medical insurance, 86, 113  
   precautions while in India, 168–169  
 health and medical services sector, 71  
 Hewitt Associates LLC (benefit packages specialist), 116  
 hierarchical relationships, 242  
 high context culture, India as, 248  
 high net worth individuals (HNI), 44  
 hill stations, 323  
 Himachal Pradesh (state), 32  
 Himalayan mountain range, 30  
 Hindu goddess of wealth (Lakshmi), 143  
 Hinduism, 254–255, 274–275, 314  
 history of India’s economy, 36–38  
 HNI (high net worth individuals), 44  
 Holi festival, 279  
 holidays. *See also* festivals  
   business communication affected by, 97  
   leave for, 115  
 hotels, 172–173  
 hotels sector, 71  
 House of Commons (Lok Sabha, lower house), 126, 127

House of Elders (upper house, Rajya Sabha), 126, 127  
 House of Lords (upper house, Rajya Sabha), 126, 127  
 house rent allowance (HRA), 115  
 houseguests, etiquette for, 313–314  
 houses, buying or renting, 173–174  
 houses of government, 126  
 housing-related benefits, 115  
 human resources. *See* employees  
 Hyderabad (city), 32, 74



“I bow to the divine in you” (namaste), 258  
 I (Congress), 130  
 IAS (Indian Administrative Service), 138  
 ICICI (Industrial Credit and Investment Corporation of India), 150  
 icons used in this book, 5–6  
 IDBI (Industrial Development Bank of India), 150  
 IFCI (Industrial Finance Corporation of India), 150  
 IIM (Indian Institutes of Management), 23, 105  
 IIT (Indian Institutes of Technology), 23, 104  
 ILO (International Labour Organization), 216  
 immunizations for travel to India, 166–168  
 Imphal (city), 33  
 imports  
   cost of, 56  
   customs clearance of, 293–294  
   data on, 91  
 inauspicious times for business (Rahu Kaalam), 57–58  
 INC (Indian National Congress), 130  
 income taxes, 152–153  
 Independents, 131  
 India  
   economic growth of, compared to China, 207  
   economic growth of, history of, 15, 36–38  
   economic growth of, potential of, 18  
   economic growth of, rate of, 9, 17  
   economic growth of, reasons for, 10–11, 186

economic growth of, sectors with growth potential, 19  
 economic growth of, Worldwatch Institute statement regarding, 24  
 geography of, benefits of, 20–21  
 geography of, description of, 29–30  
 geography of, regions of, 30–31, 252–254  
 geography of, sights of, 321–326  
 geography of, states in, 31–34  
 liberalization of, 16–17, 37–38  
 name of, origins of, 15  
 natural resources in, 10  
 population of, 10, 21–22, 185  
 researching before doing business, 13, 163, 320  
 Indian Administrative Service (IAS), 138  
 Indian Arbitration and Conciliation Act, 234  
 Indian Independence Day, 279  
 Indian Institute of Science, 104  
 Indian Institutes of Management (IIM), 23, 105  
 Indian Institutes of Technology (IIT), 23, 104  
 Indian National Congress (INC), 130  
 Indian Standard Time (IST), 20  
 Indians. *See also* business partners;  
   educational system; employees  
   age demographics of, 22  
   communication style of, 11  
   family ties of, importance of, 118, 240–241  
   joint family system of, 42–43, 186  
   languages spoken by, 22, 32–34, 252–253  
   non-resident Indian (NRI), 24, 110–111, 312  
   skills of, 10, 23  
 indirect outsourcing, 83  
 indirect taxes, 153–154  
 Indo-Gangetic Plain, 30–31  
 Indore (city), 77  
 Indus Valley civilization, 36  
 Industrial Credit and Investment Corporation of India (ICICI), 150  
 Industrial Development Bank of India (IDBI), 150  
 Industrial Disputes Act, 229  
 Industrial Finance Corporation of India (IFCI), 150  
 Industrial Policy Resolution, 67  
 industrial relationships, 134–135

industries, 32–34. *See also* sectors  
 information, right to, 140, 142  
 infrastructure  
   inadequacy of, 287  
   location considerations for, 75, 77  
   for manufacturing, 206  
 INR, abbreviation for rupees in foreign  
   exchanges, 144  
 institutes, 104–107  
 institutional financing, 150–151  
 insurance, for business facilities, 287  
 insurance sector, 69, 71  
 intellectual property rights (IPR),  
   234–236, 289  
 international arbitration, 234  
 International Labour Organization  
   (ILO), 216  
 international treaties, 64  
 Internet, marketing using, 191  
 Internet sales, 194–195  
 interviews, 106–108  
 investment. *See also* FDI (foreign direct  
   investment)  
   approval for, 69–71  
   investor base, size of, 18  
   permissions for, 17  
   sectors allowing and not allowing, 63  
 investment companies sector, 69  
 IPR (intellectual property rights),  
   234–236, 289  
 irrational, comfortableness of, 255  
 IST (Indian Standard Time), 20  
 IT sector, 23  
 Itanagar (city), 32

## • J •

Jagannath Temple, 322  
 Jaines (business community), 41  
 Jaipur (city), 33, 77  
 Jammu and Kashmir (state), 31, 32  
 Jamnalal Bajaj Institute of Management  
   Studies (JBIMS), 105  
 Japan, investments by, 72  
 Jats (business community), 41  
 Jawaharlal Nehru University, 107  
 Jharkhand (state), 32  
 Jim Corbett National Park, 322  
 job fairs, 109–110

job (naukri), 110. *See also* employees  
 joint family system, 42–43, 186  
 joint venture (JV), 81–82  
 joint venture partners, 53–54  
 judicial branch, 127, 230–231

## • K •

Kakinada (city), 77  
 Kandla (city), 77  
 Kanpur (city), 77  
 Karnataka (state), 32  
 Kaziranga National Park, 322  
 Kerala (state), 31, 33  
 Khajuraho temples, 321  
 Kochi (city), 75, 77  
 Kohima (city), 33  
 Kolkata (city), 34, 75  
 Krishna Jayanti festival, 279  
 Kshatriya class, 39  
 Kupri (city), 77  
 kumkum (vermilion powder), 278  
 Kurunji flower, 323

## • L •

labor disputes, 229  
 labor laws, 216–217, 228–229, 299–300  
 labor management problems  
   detecting, 298  
   preventing, 294–295  
   protests (hartals), 76, 123, 289–290  
   strikes (bandhs), 76, 123, 229, 289–290  
 lakhs, in counting system, 145–146  
 Lakshmi (Hindu goddess of wealth), 143  
 land approvals, 25  
 languages. *See also* communication  
   English language proficiency, 26, 103  
   in high context culture, 248  
   Indian accents, adapting to, 26–28  
   literacy rate, 25  
   on rupee notes, 145  
   spoken in India, 22  
   spoken in specific regions, 252–253  
   spoken in specific states, 32–34  
   taught in school, 103  
   unfamiliar phrases and idioms,  
     107, 295–297

lawyers, using, 102  
 leave (vacation), 113, 115, 241  
 legal system. *See also* contracts  
   arbitration, 233–234  
   babus helping with, 228  
   basis of, 20  
   criminal law, 232  
   delays within, 131  
   disputes, settling, 229–234, 290–292  
   economic law, 132–134  
   foreign judgments, 231  
   impact on business plan, 60, 63–64  
   Indian advisor helping with, 227–228  
   intellectual property (IP) rights, 234–236  
   judicial branch, 127, 230–231  
   labor and business regulations, 100–102  
   labor laws, 216–217, 228–229, 299–300  
   People’s Court (Lok Adalat), 233  
 legislature, 127  
 liaison/representative office, 78–79  
 liberalization, 16–17, 37–38  
 licensing requirements, 17, 212–213  
 liquor  
   dry days, 310  
   with meals, 269  
 listed company, 82  
 literacy rate, 25  
 local governments, 128  
 location of business  
   choosing, 73–76  
   exported oriented units (EOUs) benefits  
     of, 78  
   incentives offered by, 76  
   infrastructure in, 75, 77  
   for the manufacturing sector, 210–212  
   protests near, 76  
   proximity to resources, 75  
   skilled personnel in, 75  
   in special economic zone (SEZ), 76–77  
   utilities in, 75  
 logistics, 56, 98  
 Lok Adalat (People’s Court), 233  
 Lok Sabha (lower house, House of  
   Commons), 126, 127  
 Lord Venkateshwara Temple, 321  
 lower house (Lok Sabha, House of  
   Commons), 126, 127  
 Lucknow (city), 34  
 luxury goods, 44

## • M •

Ma Foi Management Consultants Limited  
 (placement agency), 109  
 Madhya Pradesh (state), 33  
 magazines with import/export data, 91  
 Maharashtra (state), 33  
 management guidelines by Chanakya,  
   315–320  
 management tool, business plan as, 54–55  
 Mangalore (city), 75  
 Manikanchan-Salt Lake (city), 77  
 Manipur (state), 33  
 manufacturing sector  
   building facilities for, 214–215  
   challenges of, 206–207  
   corruption in, 206–207  
   counterfeiting, avoiding, 217–219  
   entry method for, 210  
   environmental laws and regulations, 217  
   examples of failure in, 221–222  
   foreign investments in, 71  
   future of, 207–209  
   growth of, 203–204, 209  
   hot industries in, 208–209  
   infrastructure for, 206  
   labor laws regarding, 216–217  
   licensing requirements, 212–213  
   location of business, choosing, 210–212  
   occupational safety and health (OSH), 215  
   power supply for, 206  
   producing for export, 213–214  
   producing for India, 214  
   quality control systems, 219  
   raw materials for, 205–206  
   successful examples of, 220–221  
   tax concessions for, 211–212  
   technology transfer, 212–213  
   workforce for, 204–205, 207  
 market volatility, 293  
 marketing. *See also* sales  
   with celebrities, 191–192  
   customers, identifying, 51–52  
   diversity of market, 193  
   free samples and special offers, 192  
   growth of market, 186  
   Indianization of products, 187  
   market surveys, 51  
   media, choices for, 190–191

packaging, 189  
 products with international appeal, 186  
 repositioning products for India, 187–188  
 rural markets, 188–189  
 markets, weekly (Haats), 199  
 martial arts, studying, 326  
 Marwaris (business community), 42  
 matchmaking company, finding suppliers  
     using, 89  
 Mauritius, investments by, 72  
 Mauryas dynasty, 36  
 meals  
     conversation during, 272–273  
     cuisine, 270–271  
     duration of, 269  
     eating with your hands, 271–272  
     hosting, 273  
     liquor with, 269  
     in restaurants, 270  
     seating arrangements for, 269  
     utensils for, 269  
 media choices for marketing, 190–191  
 mediation, 291–292  
 medical care, 175–176  
 medical insurance, 86, 113  
 Meenakshi Temple, 321  
 Meghalaya (state), 33  
 Melas (fairs), 199  
 Memons (business community), 42  
 Memorandum of Association, 85  
 Metros (Tier I cities), 74  
 middle class, 44–45  
 mining sector, 68, 69, 71  
 ministers, 137, 138–139  
 mission statement, 117  
 Mizoram (state), 32  
 mobile phones, 46, 180–181  
 money. *See also* banking and financing  
     for beggars or panhandlers, 183  
     financials of business, 54, 55–56, 286, 319  
     Reserve Bank of India (RBI), 65, 146–147  
     rupees (Rs), 2, 144–146  
     tipping, 184  
 monsoon (rainy season), 35, 64  
 moon phases, business timing related to, 57  
 motorcycles, manufacture of, 18

Mudaliars (business community), 42  
 muhurat trading (auspicious trading), 57  
 multilevel interviews, 108  
 Mumbai (city), 33, 74  
 Mumbai Shops and Establishments Act,  
     1948, 86  
 Municipal Corporations, 128  
 music, studying, 326  
 Muslims (business community), 42  
 Mysore (city), 75

## • N •

Nadars (business community), 42  
 Nagaland (state), 33  
 namaste (“I bow to the divine in you”), 258  
 names  
     for business, 85  
     name dropping in business plan, 58  
     of people, pronouncing and using, 258–260  
 National Association of Software and Service  
     Companies (NASSCOM), 136–137  
 National Bank for Agriculture and Rural  
     Development (NABARD), 150–151  
 National Institute of Design (NID), 104  
 national parks, 322  
 nationalized banks, 147–148  
 natural resources, 10  
 Naturopathy centers, 325  
 naukri (job), 110  
 NBFCs (non-banking finance  
     companies), 148  
 Netherlands, investments by, 72  
 networking, 58  
 New Delhi (city), 74  
 newspapers with import/export data, 91  
 NID (National Institute of Design), 104  
 “no” and “yes”, nuanced meanings of,  
     245–246, 296–297  
 Noida (city), 77  
 non-alignment policy, 20  
 non-banking finance companies  
     (NBFCs), 148  
 non-resident Indian (NRI), 24, 110–111, 312  
 non-scheduled commercial banks, 147–148  
 Numerology, 255

## • 0 •

occupational safety and health (OSH), 215  
 octroi entry tax, 153  
 office opening ceremonies, 275–276  
 office prayer ceremonies, 276  
 Olsen, Erica (*Strategic Planning For Dummies*), 62  
 on-campus interviews, 106–107  
 operating costs, 56  
 Orissa (state), 33  
 outsourcing. *See* business process outsourcing (BPO)  
 overseas Indian newspapers, 111

## • P •

packaging of products, 189  
 paise, 144  
 PAN (Permanent Account Number), 85, 151  
 Panaji (city), 32  
 Panchayats (local government bodies), 128  
 panhandlers, 183  
 Paradeep (city), 77  
 Parsees (business community), 42  
 party affiliation, 131  
 passport, for travel to India, 165  
 patents, 235, 236  
 Patna (city), 32  
 People's Court (Lok Adalat), 233  
 People's House (lower house, Lok Sabha), 126, 127  
 performance evaluations, 113, 119–120, 250  
 Periyar Wildlife Sanctuary, 322  
 Permanent Account Number (PAN), 85, 151  
 perseverance for business, 14  
 personal lives included in work, 14, 121, 281, 311  
 petroleum sector, 69  
 pharmaceutical industry, 18, 209  
 phones, 46, 97, 179–181  
 placement agencies, 108–109  
 political parties, 130–131  
 politics  
   impact on business plan, 64  
   not mixing with business, 288  
 poor population, 46

population of India, 10, 21–22, 185  
 power, 25, 174–175, 206  
 prayer ceremonies, 276  
 pricing, 55  
 Prime Minister, 126, 127  
 private sector banking, 69  
 products  
   describing in business plan, 50–51  
   Indianization of, 187  
   with international appeal, 186  
   need fulfilled by, 51  
   packaging of, 189  
   provided by India, 88  
   repositioning for India, 187–188  
 professional tax, 86  
 profit-sharing bonus, 113  
 project office, 80  
 promotion tool, business plan as, 53–54  
 protests (hartals), 76, 123, 289–290  
 provident funds, 113  
 public displays of affection, avoiding, 309–310  
 publicity for business plan, 58  
 punctuality, 282–283, 297  
 Pune (city), 75  
 Punjab (state), 33  
 Puranas (Epic Tales), 304

## • Q •

quality control systems for manufacturing, 219, 294

## • R •

Rahu Kaalam (inauspicious times for business), 57–58  
 railway transport sector, 68  
 rainy season (monsoon), 35, 64  
 Raipur (city), 32  
 Rajasthan (state), 31, 33  
 Rajya Sabha (House of Elders, upper house), 126, 127  
 Ranchi (city), 32  
 raw materials, 205–206  
 RBI (Reserve Bank of India), 65, 146–147  
 reciprocity in conduct, 244

- red tape  
 changes in, at annual budget  
 announcement, 25  
 problems with, 25  
 reduction of, 17
- refining sector, 69
- regional parties, 131
- regional rural banks, 147–148
- regions of India, 30–31, 252–254
- Registrar of Companies (ROC), 85
- registration of business, 86
- religion, in business, 274–280
- religious unity, 128
- representative office, 78–79
- Republic Day, 279
- request for proposals (RFP), 89
- research facilities, 23
- Reserve Bank of India (RBI), 65, 146–147
- Residence Permit, 165
- restaurants sector, 71
- retailing, 198–201
- right and wrong, contextual nature of, 256
- Right To Information (RTI) Act, 140–142
- road network, 18
- ROC (Registrar of Companies), 85
- rupees (Rs), 2, 144–146
- rural markets, 188–189
- S ●
- safety, 215
- salaries, 10, 112–116
- sales. *See also* marketing  
 direct sales, 195  
 door-to-door sales, 194  
 Internet sales, 194–195  
 post-sales communication and service,  
 195–196  
 retailing, 198–201  
 telemarketing, 194
- Santa Cruz (city), 77
- saris, 263
- Sarva Siksha Abhiyan (education for all), 25
- satellites, launching of, 18
- SBI (State Bank of India), 147
- Scheduled Castes (SC), 40
- scheduled commercial banks, 147–148
- Scheduled Tribes (ST), 40
- “school”, term, when to use, 105
- seasons, 35
- Secretariat for Industrial Assistance (SIA), 73
- sectors. *See also* industries; *specific sectors*  
 allowing overseas investments, 69, 71  
 benefiting from FDI, 17  
 business process outsourcing used by, 92  
 with growth potential, 19  
 not allowing automatic approval for FDI, 70  
 not allowing overseas investments, 68
- security, 289–290
- selling directly to Indian consumers, 84
- Service Level Agreement (SLA), 94
- service tax, 153–154
- services  
 describing in business plan, 50–51  
 growth of, 17  
 need fulfilled by, 51  
 overseas investments in, 71  
 provided in business process  
 outsourcing, 92
- seven pillars of Chanakya, 316
- seven sisters states, 31
- severance packages, 116
- SEZ (special economic zone), 76–78, 134,  
 156–157, 211
- SFCs (State Financial Corporations), 150
- Shillong (city), 33
- Shimla (city), 32
- shipping. *See* distribution systems
- shoes, removing, 262–263, 277
- shopping, 311–312, 325
- Shudra class, 40
- SIA (Secretariat for Industrial Assistance), 73
- Sikhs (business community), 42
- Sikkim (state), 33
- Sindhis (business community), 42
- Sir J.J. School of Art, 104
- skills of Indian workers, 10, 23
- SLA (Service Level Agreement), 94
- social impact of business, 56, 182–183
- sourcing from India  
 associations for, 136–137  
 benefits of, 87–88  
 communication with Indian colleagues, 97  
 inspection of facilities, 100

- sourcing from India (*continued*)
    - logistical considerations, 98
    - managing, 98–99
    - personal visits, 99–100
    - products provided by India, 88
    - regulations, compliance with, 100–102
    - sharing information, 99
    - suppliers for, 88–91
  - South Korea, investments by, 72
  - special economic zone (SEZ), 76–78, 134, 156–157, 211
  - Srinagar (city), 32
  - ST (Scheduled Tribes), 40
  - stability, importance of, 317
  - Stanton Chase International (placement agency), 109
  - State Bank of India (SBI), 147
  - State Financial Corporations (SFCs), 150
  - State Government Industries Ministry, 135
  - state governments, 126, 128–129
  - State List, 129
  - Statement of Industrial Policy, 67
  - States Council (upper house, Rajya Sabha), 126, 127
  - states in India, 31–34
  - steel, production of, 18
  - stock market, 151
  - stockists, 196–198
  - Strategic Planning For Dummies* (Olsen), 62
  - Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, 62
  - strikes (bandhs), 76, 123, 229, 289–290
  - supercomputer, development of, 18
  - Superintendent of Stamps, 85
  - suppliers, 88–91
  - supply chain management, 53
  - Supreme Court, 127
  - swear words, avoiding, 282, 310
  - Syndi Seid (training by), 119
- T •**
- Takshila (city), 104
  - Tamil Nadu (state), 34
  - Tax Account Number, 86
  - taxes
    - audits, 159–160
    - by central government, 151
    - changes to, 63, 154–155
    - concessions, 155–157, 211–212
    - direct taxes, 152–153
    - double taxation, 158
    - filing, 158–159
    - fiscal year for, 158
    - indirect taxes, 153–154
      - by local government, 151
    - PAN (Permanent Account Number), 151
    - refunds, 153
      - by state government, 151
  - taxis at airport, 171–172
  - teachers
    - guru (great teacher), 106
    - as placement officers, 107
    - quality of, 105
    - value of, 106
  - technical institutes, 104–107
  - technology transfer, 212–213
  - telecom sector, 69
  - telecommuting, 120
  - telemarketing, 194
  - telephone communication, 97, 179–181
  - temples, 321–322
  - termination packages, 116
  - textile industry, 209
  - Thar Desert, 30
  - third party intermediaries, 94
  - Thiruvananthapuram (city), 33, 75
  - “This is India” phrase, 38
  - Tier I cities, 73–74
  - Tier II cities, 73–75
  - Tier III cities, 73–75
  - time, perception of, 249–250, 282–283, 297
  - time zone, 20
  - timing of business ventures, 57–58
  - tipping, 184
  - tourism, 18
  - trade sector, 71
  - trade treaties, 64–65
  - trade unionism, 121–122, 123, 229
  - Trade-Related Aspects of Intellectual Property Rights (TRIPS), 235–236
  - traffic, 177, 179
  - train travel, 178, 324
  - training, 93, 117, 118–119, 303–308
  - Transfer Pricing laws, 154
  - transport sector, 71
  - transportation, 30, 177–179
  - travel industry, 18

traveler's checks, 172  
 travels, planning, 319  
 TRIPS (Trade-Related Aspects of  
 Intellectual Property Rights), 235–236  
 Tripura (state), 34  
 tsunami in 2004, 35  
 TV stations, 190

## • U •

Union Cabinet (Council of Ministers), 127  
 union territories, 126  
 unions, 121–122, 123, 229  
 Unit Trust of India (UTI), 85, 150  
 United Progressive Alliance (UPA), 130  
 United States, investments by, 72  
 universities, 104–107. *See also* educational  
 system  
 University of Mumbai, 107  
 University of Roorkee, 107  
 unlisted company, 82  
 unwritten agreements, avoiding, 226–227  
 UPA (United Progressive Alliance), 130  
 upper class, 44  
 upper house (House of Elders, Rajya  
 Sabha), 126, 127  
 UTI (Unit Trust of India), 85, 150  
 utilities, 174–175  
 Uttar Pradesh (state), 34  
 Uttarakhand (state), 34

## • V •

Vaastu, 255  
 vacation (leave), 113, 115, 241  
 Vaishya class, 40  
 value-added tax (VAT), 86, 153–154  
 variable costs, 56  
 varnas (classes), 39–40, 43–46  
 Vasco de Gama, 36  
 Veermata Jijabai Technological Institute  
 (VJTI), 104  
 vermilion powder (kumkum), 278  
 video conferencing, 97  
 villages, visiting, 323–324  
 Vinayak Chaturthi festival, 280  
 visa, for travel to India, 164

Visakhapatnam (city), 77  
 vision statement, 117  
 VJTI (Veermata Jijabai Technological  
 Institute), 104  
 vocal noises, 264  
 voluntary retirement, 116  
 voting system, 129

## • W •

walk-in interviews, 108  
 walking, 179  
 water (drinking), 168  
 water (utility), 174–175  
 weather, 35  
 Web site resources  
 American Chamber of Commerce  
 (Amcham), 124  
 Associated Chambers of Commerce and  
 Industries of India, 134  
 business process outsourcing (BPO), 93  
 Confederation of Indian Industry (CII), 136  
 employee benefit packages, 116  
 employment sites, 110  
 Export Inspection Council of India, 100  
 Federation of Indian Chambers of  
 Commerce and Industry (FICCI), 135  
 Foreign Exchange Management Act  
 (FEMA), 149  
 government entities, 86  
 Hinduism, 314  
 International Labour Organization  
 (ILO), 216  
 international treaties, 64  
 job fairs, 109  
 magazines and newspapers with  
 import/export data, 91  
 National Association of Software and  
 Service Companies (NASSCOM), 137  
 non-banking finance companies  
 (NBFCs), 148  
 overseas Indian newspapers, 111  
 patents, 236  
 placement agencies, 109  
 registration of business, 85  
 Secretariat for Industrial Assistance  
 (SIA), 73

Web site resources (*continued*)

special economic zones (SEZ), 157

State Bank of India (SBI), 147

suppliers, 89

tax refunds, 153

temples in India, 322

training, U.S.-based, 119

travel companies, 165

visas, 164

weddings, market for, 44

weekly markets (Haats), 199

weighing equipment at ports, errors by,  
287, 293

West Bengal (state), 31, 34

West, definition of, 2

Western Ghats, 31

Westerners, definition of, 2

wholesalers, 198

wholly-owned subsidiary, 82

William Mercer (benefit packages  
specialist), 116

working class, 45–46

working from home, 120

Worldwatch Institute, statement regarding  
India, 24

## • X •

X Visa, 164

XLRI (formerly Xavier Labour Relations  
Institute), 105

## • Y •

“yes” and “no”, nuanced meanings of,  
245–246, 296–297

## • Z •

Zoroastrians (business community), 42