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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	AN EVOLUTION ON DEVELOPMENT OF CORPORATE SOCIAL RESPONSIBILITY IN INDIAN INDUSTRIES <i>DR. A. JAGADEESH BABU</i>	1
2.	ENTREPRENEURSHIP DEVELOPMENT OF MSMEs IN NELLORE DISTRICT <i>DR. M. SAMBASIVAIAH & DR. K. RAJAIAH</i>	6
3.	A STUDY OF THE FINANCIAL HEALTH PERTAINING TO SELECT INDIAN CPSE's - WITH SPECIAL REFERENCE TO SAIL, NTPC AND ONGC (1997 TO 2015) <i>VIJAYA PRIYA S & DR. K K SEETHAMMA</i>	11
4.	DOES CULTURE AFFECT MANAGEMENT DYNAMICS IN MULTICULTURAL ORGANIZATIONS: AN ANALYTICAL STUDY <i>DR. S. D. VASHISHTHA & SEEMA GARG</i>	18
5.	REFINANCE OPERATIONS OF NABARD IN CHITTOOR DISTRICT OF ANDHRA PRADESH STATE <i>KAYAM MUNENDRA & DR. CHITRAPU SWARAJYA LAKSHMI</i>	23
6.	VARIATIONS IN CAREER INTERESTS OF GRADUATE STUDENTS <i>DR. VIJAYA PURANIK</i>	28
7.	NEW MEDIA PLAYS AN IMPORTANT AND VITAL ROLE IN WOMEN'S EMPOWERMENT AND Its DEVELOPMENT <i>DR. DILIP KUMAR</i>	37
8.	MICRO-ENTERPRISE DEVELOPMENT - WITH A SPECIAL REFERENCE TO NAGAON DISTRICT OF ASSAM <i>DR. SANJEEB HAZARIKA</i>	41
9.	THE MAIN DIFFERENCES BETWEEN GATT 1947 AND THE WTO <i>DR. OSAMA MUSTAFA MUDAWI & DR. ELFADIL TIMAN</i>	45
10.	IDENTIFY THE UNDERSTANDING LEVEL OF INVESTORS TOWARD SAFETY, RISK AND RISK RETURN ASSOCIATION OF MUTUAL FUND SCHEMES OF TAMILNADU - WITH SPECIAL REFERENCE TO CHENNAI, COIMBATORE, MADURAI AND TRICHY DISTRICT <i>DR. S. SIVARAMAN</i>	49
11.	WATER AND THE ENVIRONMENT <i>DR. N. SWAMINATHAN</i>	54
12.	MAKE IN INDIA: THE WAY FORWARD <i>DR. KAMLESH</i>	56
13.	A STUDY ON GROWTH AND INSTABILITY IN MAIZE PRODUCTION IN TAMIL NADU <i>DR. S. PRADEEPKUMAR</i>	60
14.	GREEN ACCOUNTING: THE NEXT STEP IN CORPORATE SUSTAINABILITY <i>MAHNOOR SAHRASH & TRISHA KUMAR</i>	65
15.	CONTRIBUTION OF FINANCIAL INCLUSIONS FOR ECONOMIC GROWTH <i>ARUNA POLISETTY & B. NIKHITHA</i>	71
16.	DETERMINANTS OF RURAL WOMEN ECONOMIC EMPOWERMENT: THE CASE OF ADAMI TULLU JIDDO KOMBOLCHA WOREDA, ETHIOPIA <i>SILESHI LETA NEMERA</i>	75
17.	EDUCATIONAL ALTERATION IN KERALA: EXPERIENCE AND CHALLENGES <i>SONY KURIAN</i>	80
18.	PRAGMATIC SIGNIFICANCE OF INDIAN ARTS AND CRAFTS IN MAKING STRATEGIES FOR DEVELOPMENT OF DOMESTIC TOURISM IN INDIA <i>DHANANJAY KUMAR SRIVASTAV</i>	83
19.	WOMEN EMPOWERMENT UNDER UMEED FOUNDATION IN SANGRUR: A CASE STUDY <i>GAGANDEEP KAUR</i>	90
20.	ADVANTAGE AND DISADVANTAGE OF ERP <i>SAJID NEGINAL</i>	93
	REQUEST FOR FEEDBACK & DISCLAIMER	95

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DOES CULTURE AFFECT MANAGEMENT DYNAMICS IN MULTICULTURAL ORGANIZATIONS: AN ANALYTICAL STUDY

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ABSTRACT

It is a postulate of our times that we are living in a world which is changing very speedily. With the invention of modern means of transport and communication, national boundaries are no more significant barriers in free movement of people and organizations from one place to another. With the growth of production and saturation in domestic market, multinational Corporations (MNCs) have to move to other countries, becoming competitor of the domestic businesses of such countries and most importantly operating in an environment having a different culture in most of the related aspects. Multicultural issues are the most current problem of today's management. The multiculturalism includes the co-existence of people from many cultural backgrounds like religion, Educational background, gender, age, ethnicity, social background etc. The present study aims at finding out the relationship between cultural aspects (religion, educational background) and management approaches used by managers in Multicultural organizations.

KEYWORDS

culture, management dynamics, multicultural organizations (MCOs).

1. INTRODUCTION

It is now widely accepted that one of the primary challenges that leaders, managers and even average citizen can expect to face now and in the future is the increased diversity of people with whom they will have to interact. This is especially true within the business sector. Thus, everyone who is managing in today's business world will have to engage with culture and values. However, such challenges are not limited to global marketplace. Even if one were to never leave his or her hometown, the increasing mobilization of societies and change in immigration patterns are changing the complexion of many countries. Hence, while certain population may have never been completely homogenous, the transient nature of our world society means that multiple culturally distinct peoples are now increasingly living side by side. Managers, now, in the workplace are facing the task of managing people from different cultures. For this purpose, they need to understand the culture of that place and have to adjust their management style and approach according to the requirement. For the sake of all this, we have to understand the meaning of Management, Management Dynamics, Culture, Multiculturalism, Multicultural Organizations (MCOs) so that we can enquire the relationship between cultural aspect and management dynamics in the present day organizations.

- **MANAGEMENT:** Management means ensuring that work activities are completed efficiently and effectively by the people responsible for doing them- or at least that's what managers aspire to do.
- **MANAGEMENT DYNAMICS:** Here, dynamics are related with the management approaches used by managers in managing the organization. Mainly, there are four major approaches to management theory: Classical, Quantitative, behavioral and contemporary approaches which provide guidance to managers while doing management.

Classical theory includes the Scientific management (F.W. Taylor), General Administrative Management (Henry Fayol) and Bureaucracy Theory (Max Weber). Quantitative Approach involves application of statistics, information models, computer simulation etc. Behavioral approach is contributed by Robert Owen, Hugo Munsterberg, Mary Parker Follet and Chester Bernard, Abraham Maslow (Need Hierarchy theory), Elton Mayo (Hawthorne Studies) and Douglas Mc Gregor (Theory X and Theory Y). Contemporary approaches include Systems Theory (Chester I. Bernard) and contingency approach. On the basis of extensive study of management approaches, we can say, basically there are 4 management styles (given by Professor Rensis Likert)

1. System 1 Management: This is also called "exploitative- authoritative" style. In this, managers are highly autocratic, hardly trust subordinates, use negative motivation techniques like fear, coercion and keep decision making powers with them only.
 2. System 2 Management: This management style is called the "Benevolent-authoritative" style. Here, managers are patronizing but have confidence and trust in subordinates, uses both positive and negative motivation, subordinates are allowed to participate to some extent in decision making but retain close control.
 3. System 3 Management: It is also called "Consultative" style. In this system, managers do not have complete trust in their subordinates, ask advice from subordinates but retain the right to make final decision.
 4. System 4 Management: This system is also called "Participative" style. In this system, managers have full confidence in their subordinates, use positive motivation techniques and take decisions with the help of employees.
- **MULTICULTURALISM:** Coe (1993) defines it as the "representation in one social system, of people with distinctly different group affiliations of cultural significance". Culture once portrayed ethnic or nationality groups now include race, gender, sexual orientation, age or disability.
 - **MULTICULTURAL ORGANIZATIONS:** An organization that operates efficiently in diverse work force can be described as a MCO. A diverse work force does not in itself constitute a MCO, for a true MCO, it must have several other distinguishing characteristics: (By Jarrow Merrenivitch & Don Reigle)
1. It actively seeks to capitalize on the advantage of its diversity- rather than attempting to stifle or ignore the diversity and to minimize barriers that can develop as a result of people having different backgrounds, attitudes, values, behavior styles and concerns.
 2. Organizational resources (key jobs, income, perquisites, access to information etc.) are distributed equitably and are not determined or affected by cultural characters such as race or sex.
 3. The ability to influence decisions and the way they are carried out is shared widely, not differentially by cultural characteristics.
 4. The organizational culture (assumptions about people and groups, take it for granted norms, the way work gets done) is pluralistic in what it recognizes and appreciate diversity, it acknowledges both the needs for "bring the same" in some ways to work together effectively and the need for "being different" in some ways to recognize individual and group interest, concerns and backgrounds.
 5. Institutional policies, practices and procedures are flexible and according to the needs of all employees.

2. REVIEW OF LITERATURE

- **Garfield, Charles A (2005)** commented that without an understanding and appreciation of the needs, backgrounds and unique contributions of diverse groups, communication is difficult and misunderstanding is inevitable-even with the best of intentions.
- **Zdenka KONECNA (2006)** had the view that culture and cultural differences play an important role in international companies.
- **Jacob Lauring (2007)** recommended the management of diverse organizations to direct a lot of attention to interaction processes on local level and guide social classification in an inclusive and positive way.
- **Patrick A. Edewor, Yetunde A Aluko (2007)** specifies the strategies for managing multiculturalism in organizations. Among them are- setting a good example, written communication, time to time training programs, recognition of individual differences, actively participation from minority groups, redesigning of reward system, provision for social programs, flexible timings and continuous monitoring are specifically important.
- **Anita Ollapolly and Jyotsna Bhatnagar (2009)** are of the view that the success of management practices largely depends on the existing culture of the organization and the prejudices people have. If the management is successful in creating a culture of inclusion to manage multiculturalism, it will not only enhance employees' involvement but also employer's branding, helping to retain as well as attract competent employees.
- **A. Somalingam and Dr. R Shanthakumar (2013)** found that the ancient Indian society had strict rules and cultural norms. But, modern India is transformed on the western model of development which consists of high dose of science and technology. Indian Companies have already started practicing westernized management style with cut throat competitions, merit and quality considerations and a no-nonsense approach to work ethics.
- **Wiebren S. Jansen, Sabine Otten and Karen I Vanderzee (2015)** explored how majority support for diversity can be achieved. All Inclusive Multicultural (AIM) approach is an effective strategy to enhance majority members' perceptions of inclusion and thereby to achieve majority support for organizational diversity efforts.

3. NEED OF THE STUDY

Today's organizations are essentially multicultural in nature and the work of manager is not limited to get work done from their subordinates but to act as a facilitator which require a complete understanding of the various aspects of their own culture and that of others. The present study is an attempt to find out the relationship between cultural aspects and management approach/style used by managers which will provide an insight to the managers to do introspection of their behavior and help them to become a better manager. Also this will open new ways for further researches in the area of management.

4. OBJECTIVE OF THE STUDY

To find out the relationship between cultural aspects (Religion and educational background) and the management style or approach used by managers of the units under study

5. HYPOTHESIS

Ho: There is no impact of culture of a manager on the management style/approach adopted by him.

H1: Culture has significant impact on the style/approach of a manager to be used in the organizations.

6. RESEARCH METHODOLOGY

For the purpose of research, 6 organizations were chosen including Indian Organizations and MNCs. These were from two sectors: Automobile and Electronics and Communication. In automobile sector, the companies which were selected by the researcher were Maruti Suzuki Ltd., Hyundai Motor India Ltd. and Tata Motors. In Electronics and Communication sector, the companies chosen were BSNL, Nokia India Ltd. and Samsung India Electronics Pvt. Ltd. The study is basically primary data based and information is collected by preparing two sets of Questionnaires; one is meant for managers (Form A) and other for subordinates (Form B). Each Questionnaire comprises two parts- Personal background and Feedback Form. The Personal Background Form includes the information about Name, Designation, Religion, Age, Education, Gender, Background, Income, Experience etc. In Feedback Form, the feedback from the respondents is asked about the relationship of boss and subordinates and the different management approaches adopted by the managers in the organization. The researcher, as discussed before, has selected 6 companies in total, selecting 5 managers and 45 subordinates from each company. In this way, the total number of respondents is 300, out of which 30 were of managers' level and 270 were of subordinate level. These Questionnaires were answered through personal interviews, telephone calls, through internet and through mailing.

The research instrument was developed on the basis of scaling. The technique used for this purpose was Rating Scale. It was 10 point Rating Scale. The respondents were requested to select a number which was considered to reflect the perceived quality of the manager. Many researchers believe scale should have an even number of alternatives- so respondent cannot take the easy way out by picking the midpoint, neither pro nor con, as in picking zero. Each response was given a numerical score, indicating its favoring and unfavoring attitude and the scores were totaled to measure the respondents' attitude. And, the overall score represented the respondents' position on the continuum of favorable unfavorable approach towards the problem.

The scale used in the Questionnaire ranged from lowest to highest. Each point on the scale carried a score. Response indicating the least favorable is given least score i.e. (1), and the most favorable is given the highest score i.e. (10). The question no. 1 to question no. 19 evaluated the attitude of boss towards their subordinates in both the questionnaires. Highest rating was 10 and lowest was 1. So, the total highest score was 190(19*10) and lowest score was 19 (19*1). The Mean scores given by different category managers and subordinates were calculated and analyzed on the basis of 4 styles of management (given by Professor Rensis Likert) i.e. if mean score is (less than 38) - exploitative-authoritative style, (38-95) – benevolent authoritative, (95-133) - consultative style and (more than 133) participative style of management.

STATISTICS USED FOR ANALYSIS

Statistics play a vital role as tool in designing research, analyzing its data and drawing the conclusions. The tools used were mean, S.D., variance and t test.

7. ANALYSIS AND INTERPRETATION

Data were analyzed on the basis of cultural aspects of respondents. Religion and educational background of respondents were taken as cultural aspects for analysis purpose. After collecting the responses, the analysis was made pertaining to their cultural background.

I. RELIGION WISE ANALYSIS

a) For Managers

TABLE 1

Religion	No. of respondent	Mean	S.D.	Variance
Hindu	21	151.33	19.36	374.73
Muslim	4	148.75	33	1088.92
Sikh	4	153.5	22	484.33
Christian	1	121	—	—

b) For Subordinates

TABLE 2

Religion	No. of respondent	Mean	S.D.	Variance
Hindu	245	149.55	25.1	625.58
Muslim	17	140.58	27.05	731.75
Sikh	05	134	13.67	186.5
Christian	03	155.33	19	361

c) T values

TABLE 3

Category	Manager	Subordinate
Hindu and Muslim	.218	1.38
Hindu and Sikh	-.201	1.38
Hindu and Christian	1.53	-.40
Muslim and Sikh	-.24	.51
Muslim and Christian	.752	.88
Sikh and Christian	1.321	-1.87

Table 1 & 3

In table 1, religion wise analysis of the managerial cadre has been done to check the style of managers from different religions. Along with this table, Table 3 should be studied which analyses the difference of Mean scores of management styles followed by the managers of different religions. The religions for this purpose were divided into 4 categories i.e. Hindu, Muslim, Sikh and Christian with number of respondents being 21,4,4,1 respectively. Their corresponding mean scores were 151.33, 148.75, 153.5 and 121. The Mean scores given by Hindu, Muslim and Sikh managers were above 133 which shows all managers from these religions adopt participative style of management while the only Christian manager gave himself only 120 score which indicate his consultative style of management In table 3, T values were calculated to know the difference of Mean scores of management approach between Hindu and Muslim, Hindus and Sikhs, Hindus and Christians, Muslims and Sikhs, Muslims and Christians, Sikhs and Christians which had been calculated as .218, -.201, +1.53, -.24, .752, 1.321 respectively. These t values were much less than the table value of t, which means there was no significant difference between management styles followed by the managers of different religions. This seems to be a very healthy sign for the corporate world.

Table 2 & 3

This Table analyses the subordinates' views about the management approaches used by the managers. Again the religion is divided into 4 categories i.e. Hindu, Muslims, Sikhs and Christians with their corresponding number of 245, 17, 5, 3 covering 270 in all (in 2nd column). In next column, Mean scores of management styles used by managers (in view of subordinates) were given which were 149.55, 140.58, 134 and 155.33 respectively. This is again more than 133 in each religion which showed that the scores given by managers in Table 1 were approved by subordinates. The t values calculated in Table 3 again showed that there was no significant difference between the Mean scores given by people of different religions. T values were again calculated to know the significance of difference of mean scores for subordinates' responses; between Hindus and Muslims, Hindus and Sikhs, Hindus and Christians, Muslims and Sikhs, Muslims and Christians, Sikhs and Christians, which were 1.38, 1.38, -.40, .51, -.88, -1.87 respectively. These t values were less than the table values proving that there was no significant difference between the Mean scores of subordinates of different religion, providing that all the managers follow more or less the same management approaches irrespective of their religions i.e. religion hardly plays any role on the management approach follows by the managers.

II. EDUCATION WISE ANALYSIS

a) For Managers

TABLE 4

Education	No. of respondent	Mean	S.D.	Variance
Under Graduate	3	141.67	33.29	1108.33
Graduate	12	147.50	22.4	501.91
Post Graduate	2	143.50	23.33	544.5
Professional	13	152.92	18.35	336.91

b) For Subordinates

Table 5

Religion	No. of respondent	Mean	S.D.	Variance
Under Graduate	79	151.57	27.12	735.50
Graduate	101	148.67	22.55	508.52
Post Graduate	31	142.33	22.38	500.83
Professional	59	148.57	27.29	745.21

c) T values

TABLE 6

Category	Manager	Subordinate
Under Graduate and Graduate	-.37	.78
Under Graduate and Post Graduate	-.07	1.68
Under Graduate and Professional	-.83	.640
Graduate and Post Graduate	-.23	1.37
Graduate and Professional	.66	.03
Post Graduate and Professional	.66	1.09

Table 4 & 5

Table 4 represented the analysis of management style followed by managers with different educational background. Educational background, for this purpose, has been categorized into 4 categories i.e. under graduates including diploma holders, graduate, Post Graduate and Professional which includes MBAs, CAs, Engineers etc. The numbers of managers corresponding to these 4 categories were 3, 12, 02, and 13 covering 30 managers in all. The Mean scores indicating the management approach were 141.67, 147.50, 143.50 and 152.92 respectively. The Mean scores were above 133 which indicated that all the managers follow the participative or democratic style of management. After analyzing Table 6, further, it is proved that the t values which were -.37, -.07, -.83, -.23, .66, .66 of Mean differences for different educational backgrounds were not significantly different. So, we can again generalize the statement that educational background does not affect management approach adopted by managers.

Table 5 & 6

Table 5 represented the number, Mean scores, S.D. and variance of rating for management style followed by managers in the eyes of subordinates having different educational backgrounds. Management approach/style is a kind of behavior which relates to human psychology and as the modern corporate world is changing, human beings have become more conscious about the way they are treated. This is the reason; managers are adopting more democratic style of management. Here is the table 5 all the 4 categories previously mentioned with Table 4 were created. The Mean scores were 151.57, 148.67, 142.33 & 148.57 which confirms the results shown by table 4 i.e. all managers were very positive in their approach and have a democratic/participative outlook. Table 6 indicated t values of Mean

differences between scores given by subordinates belonging to different educational backgrounds. Their corresponding *t* values were .78, 1.68, .64, 1.37, .03 and 1.09. These values were less than the table values of *t* at this level. This showed that there was no significant difference between the management approaches/styles adopted by managers according to subordinates with different educational backgrounds.

8. FINDINGS AND RESULTS

On overall basis, it was found that there is no significant relation between cultural aspects [religion and educational background] and management approaches/styles used by the managers. All managers, irrespective of culture they belong to, adopt democratic/participative approach in management. This was verified by their subordinates also. Thus, null hypothesis is accepted. Perhaps, it is because of multicultural nature of Indian society. All people whether they are Hindu or Muslim or Sikh or Christians, are having many things in common i.e. schools, colleges, play grounds, neighborhood, festivals, traditions, rituals etc. all promote tolerance and improve cohesiveness among the people. The researcher is of the view that it is not the personal cultural aspects which affects the management approaches/style of management but the organizational culture, national culture, economic and political environment of a country which forces a manager to adopt one approach or other. The same views were given by Anita Ollapolly and Jyotsna Bhatnagar (2009) while saying that the success of management practices largely depends on the existing organization culture and the prejudices people have. If the management could create a culture of inclusion to manage multiculturalism, it will not only improve employees' commitment but also employer's branding, helping to retain as well as attract the best employees for the organization. But, the findings do not match with the findings of Mr. Zdenka KONECNA (2006) who said that culture and cultural differences play an important role in international companies.

9. SUGGESTIONS FOR THE MANAGERS TO MANAGE A MULTICULTURAL ORGANIZATION

Though the results showed that managers did not have any difference in their approach to management, yet a few suggestions may be given so that better productivity, higher morale, improved communication, congenial work environment could be obtained.

- Follow 'principle of equality'. Treat every individual equal but not "same". The real equality means keeping in view the values, attitudes and preferences of employees of different cultures. The notion of "same" treatment sometimes does not help the management in achieving the harmony at work place.
- Give feedback equally to all staff members regardless of their cultural background. Give immediate feedback to minority members about the points where they were lack of required skills after giving them training and opportunity to develop these skills
- Make sure that all employees from various cultures have effective communication skills or have the opportunity to acquire them. Manager must use supportive words, positive strokes and feedbacks and must avoid showing his displeasure in front of others in case of mistake of employee.
- Openly discuss and debate negative news, stereotypes and valuations. Encourage team members to explore any prejudicial view held by them.
- Stimulate and motivate the subordinates by giving adequate incentives to obtain training for understanding and respecting cultural diversity at work. Carry out targeted training for specific groups of staff i.e. cross cultural communication skills and developmental skills for lower staff.
- Make a diversity policy which should state the organizations' commitment to cultural diversity and highlight particular groups whose experiences are more likely to be discriminated against on grounds of culture, race, gender, disability, sexual orientation or age.
- Review of current practices to ensure no discrimination in the areas of:
 - a) Recruitment and Selection
 - b) Terms and Conditions of Employment
 - c) Access of Promotions
 - d) Access to training activities
 - e) Working Hours
 - f) Grievances and Disciplinary Procedures
 - g) Job Security
 - h) Performance appraisal system
 - i) Prevention of workers' exploitation
- Don't limit yourself to official work only or to become purely task oriented. Try to become Employee oriented also and solve personal problem of employees as far as possible.
- Organize social programs in the organization like Parivar Milan, get togethers, Festival celebrations, Sports days etc. where employees could come with their families and can develop informal relations with each other and with managers also.
- Be indifferent between religions. It is very much essential when communal disturbances are mounting up in the country as it will help in taking decisions rationally and impartially.
- Locate yourself on 'Management Grid' and make efforts to reach to team management (9,9) situation of the said Grid built by Blake and Mouton.

10. CONCLUSION

This study on "Does Culture affect Management Dynamics in Multicultural Organizations - An Analytical Study" was undertaken to understand the relationship between cultural aspects and management style i.e. a manager from a particular culture work on a particular management approach/style or not. The results of the study answer the question and would be able to extend the horizon of management dynamics in many respects.

11. LIMITATION

Every research project (Even the very big ones conducted by a team is wrapped with certain limitations. The volume and gravity of the limitations depend upon the; nature of the study, respondents, information's availability, area of the study, financial resources and human nature itself. The limitations with the present work were as follows:

1. The respondents were not found research friendly in the sense that some used to say, "I do not have time", "come after some days etc. So, it was very difficult to find out the accurate responses from the respondents
2. The study area covered under present study is from Northern side only i.e. it covered the organizations in north only
3. The religions are categorized in very broad fashion i.e. Hindu, Muslim, Sikh and Christians. It has not covered the various ethnic groups.

It is a vast subject and still needs a lot of attention from the management researchers. The present study has tried its best to fulfill its objectives.

12. SCOPE FOR FURTHER RESEARCH

The present work focuses on finding the relationship between culture and management approach adopted by a manager. The research endeavors to explore all feasible solutions to increase efficiency and effectiveness of the organization, however, like any other study; this study too has several limitations. For the future work, the following points may be considered.

- The present study is made only in Automobile and Electronics and Communication Sectors. The scope of the work could be enlarged to many other sectors also.
- The topic of "Does culture affect management dynamics in multicultural organizations- an analytical study" is highly dynamic in present context. So, continuous research is required to make.
- Both sectors covered in study are growing in leaps and bounds. The result of the same study conducted in South India, West India and East India may present different results.

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