

Indian enterprise. Build a relationship with the people you will be doing business with through face-to-face interaction. In India's business culture, personal relationships are the foundation of enduring professional and business associations.

Civil servants at the state and central level play a crucial role. Their professionalism and competence can be put to constructive use now that there is a conscious effort on the part of government to support business relationships. Indian business executives are trained, highly motivated,

and capable of responding to international challenges. For best results, establish a relationship of cooperation between government and business functionaries.

Adjust yourself to the Indian pace of doing business, even if it means slowing down more than you wish. The procedural jungle, for which India is notorious, is slowly improving. Learn your way through its web, especially at the state level. It is a small price to pay if you wish to emerge as a successful player in India's business world.

### ***Academic and Research Organizations***   ♦ ♦ ♦

#### **Context**

The central and state governments fund most of the universities and the research institutions located in them. Private organizations, industry, and trusts also fund a growing number of high-quality research institutions, such as the Tata Institute of Fundamental Research in Bombay.

The British founded universities in Calcutta, Madras and Bombay in 1857. Now there are over 220 universities and more than 5,000 colleges. They vary widely in quality and achievement. Generally, they fall into one of three categories:

- ♦ affiliating and examining;
- ♦ teaching at the graduate and post-

graduate levels, with affiliation of private colleges; and

- ♦ teaching at the post-graduate level, with focus on research and the advancement of learning.

The majority of Indian universities are state institutions; the central government charters and funds about a dozen. There are about two dozen privately-funded institutions, called deemed universities, that receive supplementary grants from the central government.

Many members of the Indian scientific community and research organizations are involved in comparative research,