

Management Under Different Cultures

August 7, 2025

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Part I

Lecture Note.

Chapter 1

Week 1. Day 1.

07 August 2025.

1.1 Introduction.

Management Under Different Culture

0201125 ENG3 406 THUR 13.00-16.00

Contact Information

Name: Arisara Jiamsanguanwong
Office: Room 608, Engineering Bldg. 4
Office Hours: After class or by appointment
Email: arisara.j@chula.ac.th
Tel: 02-218-6829

TA Contact



Yada Sriviboon (D3)



Mgt0201125@gmail.com



0988047516

Line Group: Mgt Diff (1/2025)



Goals: Before we start

- **Aware** of **concepts** of international organizational behavior and proper & effective management under different culture and globalization.
- **Analyze** the **cultural differences** under globalization in the interdisciplinary perspectives.
- **Realize** cross-cultural, ethical, and social responsibility and learn about management concepts for future trend.



joining the course

0201125.i (2025/1)



password: MGTDIFF

Session	Date	Contents	Lecturer	
1	7 Aug 25	International Organizational Behavior	Arisara	
2	14 Aug 25	Management Function	Pisit	
3	21 Aug 25	Globalization	Puwadol	
4	28 Aug 25	Crisis Management	Yanee	
5	4 Sep 25	Motivation	Puwadol	
6	11 Sep 25	International Human Resource Management	Puwadol	
7	18 Sep 25	Negotiation in International Atmosphere	Yanee	
22 - 26 Sep 25 Mid-term examination period (No exam for this course)				
8	2 Oct 25	Social Responsibility and Ethical Issues	Pisit	
9	9 Oct 25	Risk Management	Natt	
10	16 Oct 25	Groups and Teams: Transcultural Communication	Arisara	
11	30 Oct 25	Culture and Diversity	Natt	
12	6 Nov 25	Conflict Management	Arisara	
13	13 Nov 25	Change Management	Parames	
14	20 Nov 25	Psychology of Management under Different Culture	Arisara	

Grading Policy

- Assessment of academic knowledge 20 %
 - Assessment of work or classroom activities 50 %
 - Assessment of the assigned tasks 30 %
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- Students must attend all classes since exam scores are collected during the class sessions.
 - Any student who misses the class needs to contact the lecturer as soon as possible. Grade will not be altered after the official announcement.

Class Rules and Agreements

- ❖ Don't interrupt others
- ❖ Be responsible, especially class time and assignment
- ❖ Participate during class; this is elective level course

International Organization Behavior



Management under Different Culture

Associate Professor Dr. Arisara Jiamsanguanwong

Department of Industrial Engineering , Faculty of Engineering

Group

- Grouping (6-7 members)
- Mix faculty, major, nationality etc.
- Introduce yourself & Find common 2 things among member in group



Outline

- Define IOB
- Understand the importance of IOB study
- Comparative perspective for studying IOB

- Mexican: “Family comes before work”
- British: Time is money,
“Job takes priority over family”



Organizations are becoming Global

- Reduce expensive labor cost
- International Financial Arrangement
- What else?

Activity1!



Society become Global

- **Constraints** of geography on social and culture arrangement **recede**
- More free flow of 4M
- What else?

Activity 2!



Global managers need to know:

- All cultures by their understanding of ethics
- Ways to motivate people from different cultures
- What else?

Activity 3!



What is IOB?

Organization Behavior (OB) is the study and application of knowledge about how people, individuals, and groups act in organizations.

IOB is the study of behavior in organization around the world



From the study of IOB, we found

- Influence of national culture on organization is important
- Different society continue to have distinctive organization arrangement
- IOB adds the dimension of culture to traditional OB theories originated from the west, particularly from the U.S.

“**The Goal** of a diverse organization is for persons of **all** cultural backgrounds **to achieve their full potential.**”

The Diversity Umbrella (condensed)

Race	Sexual orientation
Sex or gender	Marital status
Religion	Family status
Age (young, middle age, old)	Personality traits
Generation Differences	Functional background
Ethnicity	Technology interest
Education	Hair status
Abilities	Style of clothing and appearance
Mental disabilities	Values and motivation
Physical disabilities	Tobacco status



Nature of U.S. organization behavior

- Based on capitalist, economic principles, and not sensitive to national culture
- Focus on individual roles and the functioning of groups
- Management approaches based on scientific method
- Under innovative and systematic technology base and new change

What is the nature of Thai Organization Behavior?

Discussion 4!

Why study IOB?

- Competitive Advantage
- Organizational Analysis
- Cultural Analysis

Competitive Advantage

- To gain a better understanding of the external environment and learn ideas and successful practices from other cultures
 - Nature of competition in global marketplace
 - Evaluate prospects for collaborations between international companies
 - JIT, TQM, Economic principles
 - Able to manage diverse cultural organization



Organizational Analysis

- To improve understanding of organizations and global management practices
 - Understand influence of organization on daily life
 - Help to improve global management practices
 - Able to interpret the social control and production structure of advanced and developing societies



Cultural Analysis

- To generate insights into one's own and others' cultures
 - Understand the intellectual curiosity of other cultures
 - Help to know how people interact and justify relationships under conditions of power and resource inequalities
 - Able to appreciate the influence of culture over one's own behavior

Exercise: 30 mins Group work

- Prepare a 5 minutes presentation/group (1-2 pages slide)
- Topic:

“Please do a Cultural Analysis of _____ that impact team dynamics and leadership styles”‘

Pick 1 nationality to your scope

Example: US, UK, Japan, Germany, India, Brazil, Sweden, China etc...

Multicultural manager and Organizations

- Has the **skills and attitudes to relate effectively** to and motivate people across race, gender, age, social attitudes, and lifestyle. Respects and values the cultural differences.
- **Has the ability** (e.g. bilingual) to conduct business in a diverse, **international environment**.
- Has a **cultural sensitivity** in being aware and interested in why people of other culture act as they do.
- Is **not closed-minded in assuming** that the way of one's culture are the only ways things should be done.

Protocol Do's and Don't in several countries

UK

- Do say please and thank you often.
- Do arrive promptly
- Don't ask personal questions because the British protect their privacy

France

- Do shake hands when greeting. Only close friends give light kiss on cheeks.
- Do dress more formally than in U.S. Elegant dress is highly valued.
- Don't expect to complete any work during the French 2 Hrs lunch
- Don't chew gum in a work setting.

Protocol Do's and Don't in several countries

Italy

- Do make appointment between 10.00 AM and 11.00 or After 3.00 PM
- Do write business correspondence in Italian for priority attention
- Don't hand out business cards too freely. Italian use them infrequently.

Greece

- Do distribute business card freely so ppl. will know how to spell your name.
- Do be prompt even if your host are not.
- Don't expect to meet deadlines. A project takes as long as the Greeks think is necessary.
- Don't address people by formal or professional titles. The Greeks want more informality.

Protocol Do's and Don't in several countries

Japan

- Do present your business cards with both hands and slight bow as a gesture of respect
- Do present gifts, American-made and Wrapped.
- Don't knock competitors
- Don't present same gift to everyone, unless all members are the same organizational rank.

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Part II

Activities.

Chapter 2

Week 1. Day 1.

2.1 Activity 1.

2.1.1 Why does the company want to go global?

- Expand their market - increase potential sales.
- Increase global outreach.
- Risk diversification.
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2.2 Activity 2.

2.3 Activity 3.

2.4 Discussion 4.

2.5 Exercise: 30 Mins Group Work.

Part III

Course Summary.

Chapter 3

Topic