

## *Unit 7*

### **Part I Introduction**

- |                                 |                                    |
|---------------------------------|------------------------------------|
| (1) target markets              | (2) international business success |
| (3) global cultural differences | (4) profitability                  |
| (5) cultural awareness          | (6) international competencies     |
| (7) globally sensitive          | (8) unexpected behavior            |
| (9) acceptable way              | (10) management style and teamwork |

### **Part II Background Information**

#### **Task 1**

##### **Section 1**

- (1) A management style is an overall method of leadership used by a manager, that is the way in which organizations are managed
- (2) Of course, no. Companies needn't adhere to a particular traditional style of management. Therefore, it is imperative to apply the most appropriate style at the most appropriate time and situation to yield the maximum result.
- (3) Teamwork is about working together to achieve shared goals. It is about how we work together as a team, in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group.
- (4) Teamwork gives that feeling of belonging, of fighting the good fight together, in good times and in tough times. There is the feeling that there are always people who want you to do well, and who want to help you. You feel comfortable in making the approach for assistance. There is always light and always a way forward, even if that way forward is planning how we will work around a block that can't be removed!

##### **Section 2**

- (1) The relationship between employer and employee is a transactional one — where relationship and sentiment are a luxury which cannot be justified.
- (2) Individualism is regarded as the feature of American management style. American management style can be seen as a high risk, high reward approach - it can bring great success but also spectacular failure. When something goes wrong, it is the boss to be blame. When something is well done, of course, outstanding rewards will be given to the boss inevitably.
- (3) Of course, no. Importance is linked to power, which could be determined by a number of factors such as head-count responsibility, profitability of sector or strategic importance to the organization at that point in time.
- (4) In America, one seldom keeps the same team without change. In fact, Teams are just groups of individuals brought together for the moment to complete a given task or project. When the project is complete, the team will be dismissed rapidly.
- (5) Being transitory is the nature of team in America, because to break up a team in the fluid employment environment of the USA is less traumatic than in other group-oriented cultures where identity is subsumed to the group.

##### **Section 3**

- (1) The board of directors is the real power broker of a British company with all key decisions being made at this level.
- (2) It can be difficult to get a clear picture of the structure of a British company, with even employees being unclear as to the exact remit of their jobs. Because many British firms have moved towards a flatter, less bureaucratic approach. This has resulted in a certain lack of shape, with boundaries and responsibilities being blurred.

(3) Relevant experience and a 'hands-on' pragmatic approach can help a manager gain much more respect from others.

(4) The interpersonal skills to meld a team together is regarded as a 'fixer'.

(5) Since 'Blame culture' is something that seems to permeate working life, if something goes wrong, it is common for the team to look for an individual within the team to blame. But now, many organizations are working hard to try to change this type of mentality.

#### **Section 4**

(1) Japanese management style has the following characteristics: lifetime employment, a seniority wage system, vague job classifications (which means an unspecified range of responsibilities and power) and groupism.

(2) It is this sense of belonging to the group that gives Japanese companies their strength and purpose.

(3) Japanese decision making process means that people can feel actively involved and committed and decisions are based on deep analysis or large amounts of information. But it can also mean that decisions are slow.

(4) No. Self-promotion is seen as childish and embarrassing behavior. It is important that group members maintain 'face' in front of other group members, which means that people must be seen to be modest and humble.

#### **Section 5**

(1) Chinese management style tends towards the directive, with the senior manager giving instructions to their direct reports who in turn pass on the instructions down the line. It is not expected that subordinates will question the decisions of superiors - that would be to show disrespect and be the direct cause of loss of face (mianzi) for all concerned.

(2) China has a lack of good-quality, experienced managers and the good managers who are available are very expensive.

(3) Chinese companies are highly hierarchical in approach to structure and organizations. And the manager is usually seen as a type of father figure who expects and receives loyalty and obedience from colleague.

(4) In Chinese companies, the whole cultural emphasis is on group orientation with individual needs and desires being sublimated to the greater good of the whole.

(5) The weakness of Chinese team from a Western perspective is a perceived lack of individual initiative. It would be unusual for an individual to act unilaterally without involving other members of the group. Standing out from the crowd can be viewed as very negative and result in personal difficulties.

### **Part III Anecdotes**

#### **Video 1**

##### **Task 1**

- |                              |                                     |                           |
|------------------------------|-------------------------------------|---------------------------|
| (1) Creative                 | (2) dynamic                         | (3) driving force         |
| (4) deal with                | (5) address                         | (6) valuable tools        |
| (7) classical perspective    | (8) coordinating                    | (9) production systems    |
| (10) manufacturing operation | (11) Scientific Management approach | (12) standardized         |
| (13) compensation            | (14) diversity of abilities         | (15) workforce            |
| (16) crucial shift           | (17) Humanistic Perspective         | (18) new way of thinking  |
| (19) full potential          | (20) benefits package               | (21) the retirement plans |
| (22) pension and profit      | (23) competitive                    | (24) continuous learning  |

##### **Task 2**

1. Answer for reference: Because a new way of thinking was put forward and led the way for the human resource perspective, which saw workers as a resource to be fully utilized, as opposed to tools from which to extract utility. It suggested that beyond the need for worker inclusion and supportive leadership, organizations should design jobs

to meet the higher needs of their employees and utilize their full potential. This perspective paved the way for the role that human relations departments play in organizations today.

2. Answer for reference: Because workers have changed. They're looking for interesting, meaningful work. They're looking for career advancement. They're looking for that balance of work and family, etc. To meet their needs, a company should have continuous learning philosophy to motivate them.

## **Video 2**

### **Task 1**

- (1) Tell me about yourself.
- (2) What is your greatest weakness?
- (3) Are you married?
- (4) Are you planning to have a baby next year?
- (5) Do you have a copy of your resume?
- (6) Tell me about your last job.

### **Task 2**

- (1) stand up and greet your interviewer.
- (2) don't wear too much perfume or cologne.
- (3) bring a copy of your resume.
- (4) ask for your interviewer's business card.
- (5) turn off your cell phone.

### **Task 3**

1. professionalism / interest in the job offered / faithful for the job including proper skills / personality
2. Make sure they are in suit. Skirted suit or pantsuit is fine. Don't wear large jewelry , light colors or too much make up.
3. A firm - but not bone crunching - handshake.
4. Of course, yes. They are personal questions like: age , marital status or whether the interviewee plans to have a baby.

### **Task 4**

1. Suggestions: It isn't a lesson to tell your life story. Give the interviewer a concise summary of your career, abilities and goals.
2. Suggestions: Avoid personality or character flaws, focus on the areas that can be improved over time.
3. Suggestions: You needn't answer them or just say: I really keep the focus on my job not my personal life.
4. Suggestions: Apologize immediately and turn it off without checking who is calling and answering it.

## **Video 3**

### **Task 1**

1. B)    2. D)    3. A)    4. C)    5. B)

### **Task 2**

1. a start up: A start up is a young company that is just beginning to develop. Start ups are usually small and initially financed and operated by a handful of founders or one individual. These companies offer a product or service that is not currently being offered elsewhere in the market, or that the founders believe is being offered in an inferior manner. 新兴公司

2. filter down: of information , resources, communication, etc, to move slowly and in small amounts down to lower levels of people in an organization, population or group. 过滤下来
3. figure out: find the solution to (a problem or question) or understand the meaning of. 解决
4. hierarchy :. the organization of people at different ranks in an administrative body 等级制度
5. facilitator : A facilitator is a person or organization that helps another person or organization to do or to achieve a particular thing. 协调者

### **Task 3**

Answers are open.

## **Part VI Exploration of Chinese culture**

### **Task 1**

manufacturing plants  
comprehensive R&D centers  
overseas trading companies  
multinational corporation.  
patent  
appliance enterprise

### **Task 2**

Haier is the leading brand of white goods globally and the most valuable brand in China. With its 29 manufacturing plants, 8 comprehensive R&D centers, 19 overseas trading companies across the world and more than 60,000 global employees, Haier has involved into a giant multinational corporation. At the end of 2005, Haier came to its 4th strategic stage of global brand building. In March 2008, Haier was selected as one of the "China's Top 10 Global Brands" by Financial Times for the second time. Up to the end of 2009, Haier had applied for 9738 patents, 2799 of which were invention patents, ranking first among Chinese appliance enterprises.