

# Communication in inter-cultural teams

## Course completion credit:

- Activity in team work during exercises;
  - presence 20%
  - active participation in lectures 20%
- Getting positive test evaluation 60%

Course completion credit consists mainly of: 51% of the total number of points (presence + activity + test)

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- Presenting case studies for discussion,
  - Initiating discussions, negotiations and other forms of exchanging views, such as brainstorming,
  - Presenting the results of participants' own work and mutual evaluation,
  - Test.
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- 7 seconds;
- As much as 55% of information is not transmitted by words, but in a non-verbal way.

- Individual behavior in the organization
  - Relationship management
  - Communication in the organization
  - Conflict management
  - Organizational culture
  - Organizational change management
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## **Non-verbal communication**

- ✓ gesticulation;
  - ✓ eye contact;
  - ✓ distance between interlocutors;
  - ✓ body posture and position;
  - ✓ clothing and external appearance.
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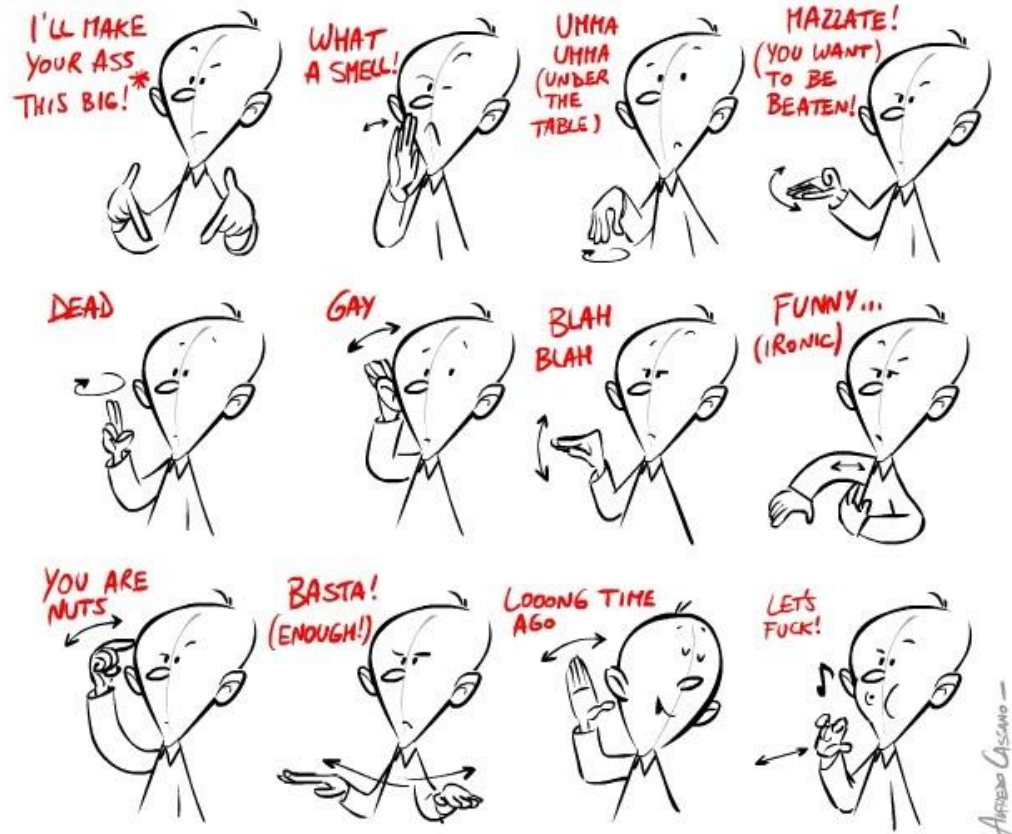
# WSEI

## - ITALIAN POPULAR GESTURES - (JUST A FEW.)



ANDREO CASANO

## - ITALIAN POPULAR GESTURES - CHAPTER II



\* THE HANDS DISPLAY THE SIZE OF THE ANUS.





## - ITALIAN POPULAR GESTURES - CHAPTER III

HUNGRY



AH, WHAT  
WOULD I  
DO TO YOU!



IF I CATCH  
YOU...



ANGRY



YOU DIDN'T  
FOOL ME  
- OR -  
I FOOLED  
YOU



ARE YOU  
NUTS?  
- OR -  
MY ASS!



COOL



THIS LONG  
- OR -  
TAKING IT  
IN THE  
ASS



TIE!  
(TAKE)  
THIS!



Alfredo Cascino

## Different meanings of gestures

- ✓ **Striking the neck with a hand**
  - ✓ **Thumb up**
  - ✓ **“V” sign**
  - ✓ **“Okay” sign**
  - ✓ **Calling someone with a finger**
  - ✓ **“Moutza”** (raising one or both hands and presenting the palm or palms with all fingers extended)
  - ✓ **“No way”** (thumb between index and middle fingers)
  - ✓ **Head nodding, Bulgaria and Japan**
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## **Non-verbal communication**

- ✓ Evaluate the first reaction
  - ✓ Evaluate the reaction consistency
  - ✓ reactions to stress, e.g. more frequent breaks while a visual contact
  - ✓ organizational behavior - cultural aspect.
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United States of America:

- is a complex, multi-national,
- multi-racial
- and multi-cultural society.

However, there is something like a mainstream of the American culture of business world.

## Characteristics

United States belongs to such a culture model which is characterized by:

- pro-transactionality
- non-ceremoniality
- varied expressiveness

# Motivation and its impact on employees' behavior

What motivates you?

Maslow's and McGregor's theories:

Employees and their motivators

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- **Motivation**





# McGregor – X and Y theories

## X theory

- Employees are lazy by nature and do not like working
- Employees need to be encouraged, controlled or punished in order to achieve the desired goal

What are such employees characterized by? Which culture do they represent?

They prefer security to ambitions.

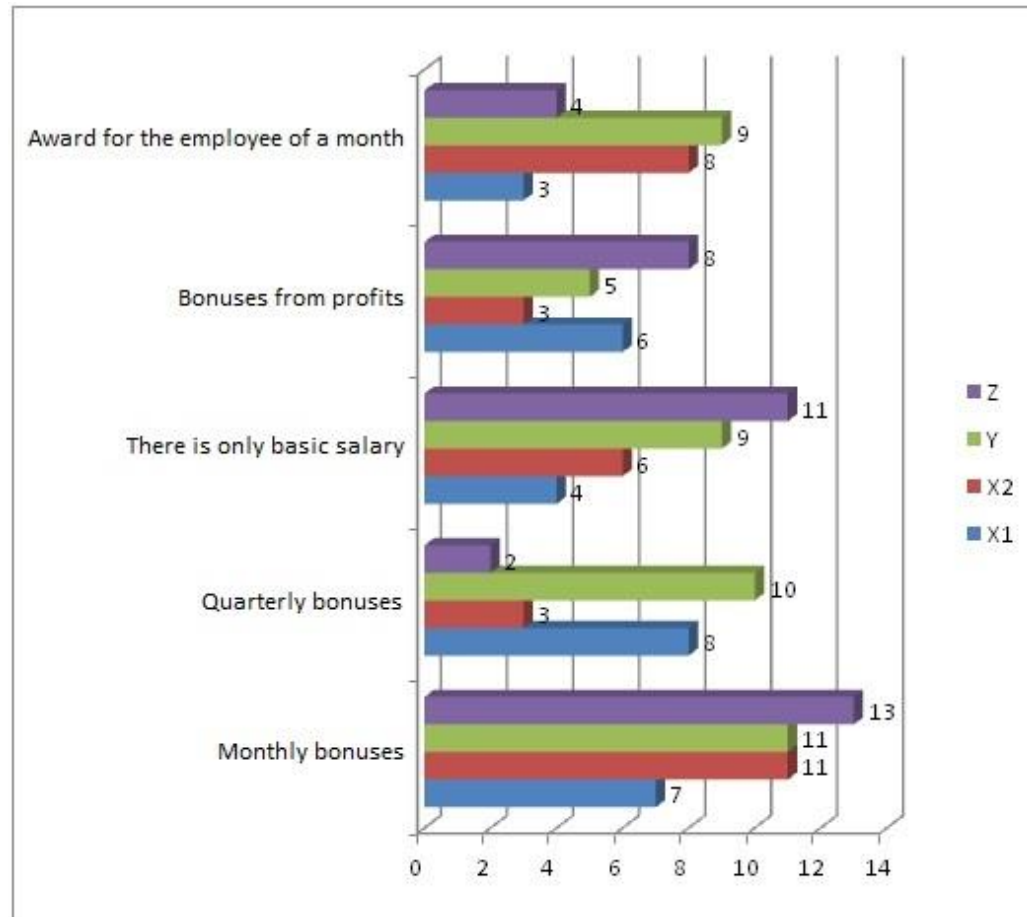
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# McGregor – X and Y theories

## Y theory

- Employees treat work as a normal activity
  - They are committed, able to manage their activities and to be self-controlled
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What type of motivation system is used by your company:



# Geert Hofstede

- Power Distance Index – PDI
  - Individualism – IDV
  - Masculinity – MAS
  - Uncertainty Avoidance Index – UAI
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# Dimensions of cultural differences

- Power Distance – attitude towards phenomena of social inequalities. How do people accept these inequalities.
  - Individualism – attitude towards group expectations. Its good is preferred more than own one.
  - Masculinity – gender assignment of specific social roles.
  - Uncertainty Avoidance – degree to which people feel threatened by the ambiguity of situation.
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## **Task:**

Problem: working on Saturdays to improve the company's results

John - goal-oriented, team leader, wants to push through the idea of working on Saturdays.

Silke - Swedish, not accustomed to such intense work. She believes that work efficiency does not depend on the hours spent on working.

Ed - works in a junior position. He thinks that John does his job well. He shares John's views and accepts his decisions.

Rachel - looks after her child and cannot work on Saturdays. She feels that she is not accepted by her workmates.

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# Ethics in business

## What is ethics?

Science on morality. It aims to establish certain properties and specific assessments and norms of human behavior which can be morally good or bad.

Ethics examines the social and psychological sources of moral views, their social function, and the historical development of the criteria for moral evaluation.

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# Main concept in business ethics

- ❑ fairness,
  - ❑ honesty,
  - ❑ truth,
  - ❑ rightness.
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## Theory of business ethics - theory and practice

It focuses on establishing general moral principles for human behavior in business matters.

In practice, this means answering to the following questions:

- ❑ should we undertake specific actions or not?
  - ❑ are they good and right or not?
  - ❑ how should you behave so as not to lose your “fair play player” label?
  - ❑ is it profitable or is it worth behaving ethically in the business sphere?
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# Ethics improves management

Business ethics regulates the behavior of people performing specific roles in organizations. It shows how can they best perform functions assigned to them. Business ethics is part of the theory of management, the elementary knowledge that every business person should possess.

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# Business ethics

- ❑ considers the problem of employee and corporate liability,
  - ❑ considers the issue of bearing moral responsibility by companies and entities functioning within them
  - ❑ reduces undesirable effects in organizations,
  - ❑ serves as foundation for business relationships.
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# Aims of business ethics

- ❑ solving ethical conflicts resulting from the organization's activities,
  - ❑ performing the function of a navigation system that gives a safe direction to economic activities,
  - ❑ setting behavior standards,
  - ❑ allowing for finding some common rules for parties to the conflict,
  - ❑ combining organizational requirements with respect to personal values.
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# Aims of business ethics

- ❑ ensuring maximum efficiency by eliminating conflicts in a long-term perspective,
  - ❑ broadening the scope of rationality,
  - ❑ uncovering broader perspectives of profit and loss calculations.
  - ❑ integration goal which is to set uniform standards applicable to all employees working for the organization.
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# Principles of ethic acting

- ❑ Company - Consumer
- ❑ Company - Company
- ❑ Company - Public Opinion
- ❑ Company - State

Examples for non-ethic business acting

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## Examples for ethic \ non-ethic acting

- ❑ Company "A" delays the payment of liabilities for a month; thanks to it, it purchases the necessary materials, continues production and recovers financial liquidity.
  - ❑ Company "B" builds a wholesale store which will be visited by many trucks every day, and the only access to it runs through the very center of a small town.
  - ❑ Company "C" eliminated competitors and has become a monopolist in its industry.
  - ❑ Company "D" - in the area affected by earthquake, only one storage of drinking water has survived. Its owner offers drinking water at a three-time higher price than it used to be in the past.
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