**Case study**

**Gringo management, south of the border**

Answer Sheet

Answering format

* Please use this answer sheet to answer the three questions below **following the proposed**

**format.**

* **Bullet point answers** are fine as long as you provide thorough answers.
* **Correct statements without citation from the text won’t lead to points**.
  + Citing the lines concerned and the beginning and end of the paragraph is enough.
* **Vague answers or too general comments will lead to no point**.
* Points will be given roughly 50% for the analysis part and 50% for the recommendation part.

**PART ONE: ANALYSIS**

**Question 1 – What happened? Why did the situation turned from being a rosy picture into being a nightmare? What mistakes did Ted make?**

Ted left the country to work abroad, disregarding the fact that the culture there is distinct from the one in the United States. It caused issues with his behavior and uncomfortable situations at work.

*Instructions for question one*

* **Please decide which characters and/or group of characters play a key role** in the issue linked to the case study. List them in the chart below.
* **Replace ‘NAME’ with the exact name of each character / group of characters**.
* List in the chart below **the positioning of each character** (ex: independent).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Dimensions / characters | Character #1 Ted | Character #2 Kim | Character #3 Manuel Angel | Character #4 Mexican Supplier | Etc. |
| Independent to interdependent | Independent |  | Independent |  |  |
| Egalitarian to status | Egalitarian |  | Status |  |  |
| Risk to certainty | Risk | Certainty |  |  |  |
| Direct to indirect | Direct |  | Indirect | Indirect |  |
| Task to relationship | Task |  | Relationship | Relationship |  |
| Low to high context | Low Context |  | High Context |  |  |
| Monochronic to polychronic | Monochronic |  | Polychronic |  |  |

Use as many characters or group of characters as necessary. The numbers indicated below (#1, #2 etc.) are given only as an example.

**Cite as many proofs (text excerpts) as possible from the case study for each dimension (If you don’t have enough evidence, say so). Cite the lines concerned, including the beginning and the end of the text.**

**Character #1: Ted**

**Dimension independent to interdependent**

Cite here proofs from the text (beginning + end of the paragraph + line numbers are OK)

Ted found the challenges of managing the production function very interesting, and he was successful in this area. His position at the new company, SterMexicana, would be a promotion for him, and he looked forward to the opportunity of building a new company. (5-7)

**Dimension Egalitarian to status**

Cite here proofs from the text:

During his many conversations, Ted felt that Manuel was very friendly and polite, but that he was a bit too formal and not very relaxed. Manuel wore a suit and tie, even when Ted told him that a more casual form of dress would be appropriate. Ted stated that he had no intention of ever wearing a tie the whole time he would be in Mexico. Manual sometimes referred to Ted as ‘Mr. Dorman’, even though Ted had instructed him to call him by his first name. During their meetings with outside business associates, Ted noticed that Manuel was even more formal. Manuel, who had visited the United States many times and spoke English very well, understood that Americans were more relaxed when it came to such matters, by he was not happy when Ted began to call him ‘Manny’. Manual was also unhappy with Ted’s refusal to recognize his title ‘Licenciado’ (i.e. licensed one), and that he sometimes referred to him as Senor Mata. (49-58)

**Dimension Risk to certainty**

Cite here proofs from the text:

Although Ted had not worked outside the United States before, he felt confident that his managerial abilities would transfer « south of the border ». (9-10)

**Dimension Direct to indirect**

Cite here proofs from the text:

Manuel explained how Ted offended the Mexican businessmen by attempting to get down to business quickly. The supplier’ representatives felt that Ted was too concerned about business matters especially price, and that he was rushing to close a deal. (76-79)

**Dimension Task to relationship**

Cite here proofs from the text:

Ted told Manuel that he would no longer spend hours discussing politics, sports, and history without any consideration given to the actual business deal. (83-85)

**Dimension Low to high context**

Cite here proofs from the text:

After analyzing the situation, Ted concluded that three major changes should be made. He proposed to Manuel that an incentive pay system be introduced, that a more participative approach to decision-making be implemented, and that a number of workers be fired. (96-99)

**Dimension Monochronic to polychronic**

Cite here proofs from the text:

Although things seemed to be progressing toward the opening of the plant, Ted began to worry that Manuel’s estimate of when the plant would be functional was too optimistic. Manuel insisted that everything was on schedule and that there would be no problems. It did however, become obvious as the days went by that the plant was not going to be ready, as Manuel had promised. Ted felt they had been misled by Manny and that he would have to explain to his superiors back in the U.S. why the plant was not going to open on schedule. Manuel finally admitted that some problems had developed with work permits, but he assured Ted that the plan would be operational in an additional week’s time. The plant was finally opened, five weeks past the scheduled date. (60-68)

**Character #2: Kim**

**Dimension independent to interdependent**

Cite here proofs from the text (beginning + end of the paragraph + line numbers are OK)

Not enough information.

**Dimension Egalitarian to status**

Cite here proofs from the text:

Not enough information.

**Dimension Risk to certainty**

Cite here proofs from the text:

Ted’s wife, Kim, was not as excited about the move, since she and their two small children would have to leave family and friends. (12-13)

**Dimension Direct to indirect**

Cite here proofs from the text:

Not enough information.

**Dimension Task to relationship**

Cite here proofs from the text:

Not enough information.

**Dimension Low to high context**

Cite here proofs from the text:

Not enough information.

**Dimension Monochronic to polychronic**

Cite here proofs from the text:

Not enough information.

**Character #3: Manuel Angel**

**Dimension independent to interdependent**

Cite here proofs from the text (beginning + end of the paragraph + line numbers are OK)

After investigating the situation further, he discovered that five of the employees whom he had instructed to be fired were still working for the company. Ted was shocked to learn that the five employees were close relatives of Manuel. When confronted with this fact, Manuel just shrugged his shoulders and told Ted that he could not bring himself to fire them. (141 – 143)

**Dimension Egalitarian to status**

Cite here proofs from the text:

During his many conversations, Ted felt that Manuel was very friendly and polite, but that he was a bit too formal and not very relaxed. Manuel wore a suit and tie, even when Ted told him that a more casual form of dress would be appropriate. Ted stated that he had no intention of ever wearing a tie the whole time he would be in Mexico. Manual sometimes referred to Ted as ‘Mr. Dorman’, even though Ted had instructed him to call him by his first name. During their meetings with outside business associates, Ted noticed that Manuel was even more formal. Manuel, who had visited the United States many times and spoke English very well, understood that Americans were more relaxed when it came to such matters, by he was not happy when Ted began to call him ‘Manny’. Manual was also unhappy with Ted’s refusal to recognize his title ‘Licenciado’ (i.e. licensed one), and that he sometimes referred to him as Senor Mata. (49-58)

**Dimension Risk to certainty**

Cite here proofs from the text:

Not enough info.

**Dimension Direct to indirect**

Cite here proofs from the text:

Although things seemed to be progressing toward the opening of the plant, Ted began to worry that Manuel’s estimate of when the plant would be functional was too optimistic. (60-61)

**Dimension Task to relationship**

Cite here proofs from the text

Ted and Kim were surprised by the warmth and friendliness of Manual and his wife Adriana, and they felt very welcomed by their new Mexican friends. Over the next few days Manuel and Adriana helped the new expatriates get settled in and familiar with their new home. Ted appreciated the personal attention Manual was giving him and his family; however, Ted was anxious to begin discussing the needs of the new business. (32-36)

**Dimension Low to high context**

Cite here proofs from the text:

Manuel finally admitted that some problems had developed with work permits, but he assured Ted that the plan would be operational in an additional week’s time. (65-66)

**Dimension Monochronic to polychronic**

Cite here proofs from the text:

Although things seemed to be progressing toward the opening of the plant, Ted began to worry that Manuel’s estimate of when the plant would be functional was too optimistic. Manuel insisted that everything was on schedule and that there would be no problems. It did however, become obvious as the days went by that the plant was not going to be ready, as Manuel had promised. Ted felt they had been misled by Manny and that he would have to explain to his superiors back in the U.S. why the plant was not going to open on schedule. Manuel finally admitted that some problems had developed with work permits, but he assured Ted that the plan would be operational in an additional week’s time. The plant was finally opened, five weeks past the scheduled date. (60-67)

**Character #4: New Supplier**

**Dimension Task to relationship**

Cite here proofs from the text:

The supplier’ representatives felt that Ted was too concerned about business matters especially price, and that he was rushing to close a deal. They were also offended when Manuel offered to tale the visiting 80 businessmen on a tour of the city and show them some important cultural sites and Ted refused to come along. (77-81)

**Dimensions that play a key role in this case study.**

**Values from the two cultures at stake that could place a role in the case study**

**Other elements from class content that could add value to the analysis of the case study:**

**PART TWO: RECOMMENDATIONS**

**Question 2 (Recommendations level 1) – What could Ted have done differently in the beginning to change the face of things?**

* *Please come up with culturally-intelligent recommendations based on your analysis in question 1. Put yourself in the shoes of a consultant who would advise Ted on what to do.*
* Before moving to Mexico, he could more search about the culture or could have contacted with similar minded people to be able to adapt and get the things done more easily.
* Ted should have paid closer attention to Manuel's actions and attempted to get closer to him in order to analyze how Mexicans work and try to adapt to them as he never worked outside of the United States.
* He could have been pushed himself to attend more social activities or even meetups to be able to get more contacts and insights about the behavior of the people before facing on critical situations directly.

**Question 3 (Recommendations level 2) – What could Ted do in the situation at the end of the case to improve it? Make recommendations in a culturally intelligent way.**

* *Come up with recommendations linked to the dire situation at the end of the case study and do not repeat what you said in question 2. Imagine what could be done now that it is too late for the recommendations you suggested in question 2.*
* To adapt to this new workplace culture, Ted needs to reevaluate everything and abandon his gringo-style of working.
* He also needs to focus more on building relationships with the staff and Mexicans in general and gain their trust if he wants to increase work efficiency and foster better relationships.
* During the hangout or after, they could have discussed the work.
* Maybe you'd enjoy having get-togethers and hangouts to socialize and develop relationships with Mexicans.