I. ASSESSMENT RECAP

- Requires you to write **a team report** of 2500 words, exploring **common challenges** in managing diverse cultural settings.
- <u>Analyze</u> these challenges through **theoretical insights** and **case studies**, including **an interview** and **a news article**.
- The report should culminate in **well-researched recommendations** on how companies can effectively manage and prevent cultural misunderstandings in a multicultural environment.

Suggested structure:

1) Executive Summary (suggested 200 words):
2) Introduction (suggested 300 words):
3) Part A – Issues in Cross-Cultural Management (suggested 600 words):
4) Part B – Case Studies (suggested 700 words):
5) Part C – Recommendations (suggested 500 words):
6) Conclusion (suggested 200 words):
7) Reference List
8) Appendices

II. DEFINITIONS EXPLAINATION

1. **Cross-Cultural Management:** The study and application of management practices in a multicultural environment, focusing on understanding and managing cultural differences in international business settings.
2. **Multicultural Team**: A group of individuals from diverse cultural backgrounds working together towards common organizational goals.
3. **Cultural Intelligence (CQ)**: The ability to relate and work effectively across cultures, encompassing knowledge, mindfulness, and behavioral skills.
4. **Organizational Culture**: The shared values, beliefs, and practices that characterize an organization and influence its members' behavior.
5. **Expatriate Management**: The process of managing employees who are sent by their companies to work in a foreign country.
6. **Communication Styles**: Diverse ways of expressing oneself which vary significantly across different cultures, impacting how messages are conveyed and interpreted.
7. **Cultural Misunderstandings**: Situations where cultural differences lead to misinterpretation or conflict in communication and interaction.

8. **Leadership Styles in Multicultural Environments**: Different approaches to leadership that must be adapted to effectively manage and motivate a culturally diverse workforce.
9. **Team Cohesion**: The degree to which team members are united and motivated to achieve common goals, especially important in diverse teams.
10. **Trust in Multicultural Teams**: The reliance on the integrity, strength, and ability of team members, which can be challenging to establish across different cultural backgrounds.
11. **Conflict Resolution in Multicultural Settings**: Techniques and approaches used to resolve disagreements in a way that respects cultural differences.
12. **Cultural Adaptation**: The process through which individuals learn to adjust and adapt their behavior in a new cultural context.
13. **Global Mindset**: The ability to appreciate and adapt to different cultural contexts, including understanding global trends and how they impact local practices.
14. **Cultural Diversity**: The presence of a variety of cultural or ethnic groups within a society or organization.
15. **International Business Etiquette**: The accepted manners and practices in international business settings, which vary widely across cultures.

References:
1. Factors contributing to these misunderstandings: https://dailynews.mcmaster.ca/articles/cultural-misunderstandings-contribute-to-business-failures/#:~:text=URL%3A%20https%3A%2F%2Fdailynews.mcmaster.ca%2Farticles%2Fcultural
2. https://blogs.lse.ac.uk/businessreview/2020/07/24/cross-cultural-virtual-teams-are-on-the-rise-but-can-they-communicate-effectively/#:~:text=URL%3A%20https%3A%2F%2Fblogs.lse.ac.uk%2Fbusinessreview%2F2020%2F07%2F24%2Fcross
3. https://link.springer.com/article/10.1057/jibs.2009.85
4. https://books.google.com.vn/books?hl=vi&lr=&id=Cayp_Um4O9gC&oi=fnd&pg=PA13&dq=Hofstede,+1980+-+%22Culture%27s+Consequences:+International+Differences+in+Work-Related+Values%22,+SAGE+Publications&ots=V6BADyOOP7&sig=AL-m-DyzTOiHjfMnQBoXsp0IGnI&redir_esc=y#v=onepage&q=Hofstede%2C%201980%20-%20%22Culture's%20Consequences%3A

%20International%20Differences%20in%20Work-Related%20Values%22%2C%20SAGE%20Publications&f=false

5. Smith, J., & Hume, E. (2017). "Cultural Adaptation of Businesses: Starbucks in China". Journal of International Business Studies. https://www.researchgate.net/publication/371120190_Analysis_of_Starbucks_in_China

6. Lai, W. H., & Yang, C. W. (2017). Barriers expatriates encounter during cross-cultural interactions. *Journal of enterprising culture*, *25*(03), 239-261. https://www.worldscientific.com/doi/abs/10.1142/S0218495817500091

7. Angouri, J. (2013). The multilingual reality of the multinational workplace: Language policy and language use. *Journal of multilingual and multicultural development*, *34*(6), 564-581. https://www.tandfonline.com/doi/abs/10.1080/01434632.2013.807273

8. Kaplan, A., & Fung, Y. C. (1954). *A nonlinear theory of bending and buckling of thin elastic shallow spherical shells* (No. NACA-TN-3212). https://ntrs.nasa.gov/api/citations/19930084069/downloads/19930084069.pdf

9. Kroon, D. P., Cornelissen, J. P., & Vaara, E. (2015). Explaining employees' reactions towards a cross-border merger: The role of English language fluency. *Management International Review*, *55*, 775-800. https://link.springer.com/article/10.1007/s11575-015-0259-2

10. Johnston, K. A., Westover, A. J., Rojas-Pena, A., Buffington, D. A., Pino, C. J., Smith, P. L., & Humes, H. D. (2017). Development of a wearable bioartificial kidney using the Bioartificial Renal Epithelial Cell System (BRECS). *Journal of tissue engineering and regenerative medicine*, *11*(11), 3048-3055. https://onlinelibrary.wiley.com/doi/abs/10.1002/term.2206

11. Spencer-Rodgers, J., Anderson, E., Ma-Kellams, C., Wang, C., & Peng, K. (2018). What is dialectical thinking? Conceptualization and measurement. https://psycnet.apa.org/record/2018-09015-001

12. Ma, J., Chen, C., Li, C., & Huang, J. (2016). Infrared and visible image fusion via gradient transfer and total variation minimization. *Information Fusion*, *31*, 100-109. https://www.sciencedirect.com/science/article/pii/S156625351630001X

13. Tong, Z. D., Tang, A., Li, K. F., Li, P., Wang, H. L., Yi, J. P., ... & Yan, J. B. (2020). Potential presymptomatic transmission of SARS-CoV-2, Zhejiang province, China, 2020. *Emerging infectious diseases*, *26*(5), 1052. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7181913/

14. Murphy, K. L., Liu, M., & Herzog, T. A. (2019). Confirmatory factor analysis and structural equation modeling of socio-cultural constructs among chamorro and non-chamorro micronesian betel nut chewers. *Ethnicity & health*, *24*(6),

724-735.
https://www.tandfonline.com/doi/abs/10.1080/13557858.2017.1346177

15. Johansson, M., & Johansson, L. E. (2018). Verksamhetsförlagd utbildning inom professionsutbildning-utvecklings-och forskningsprojekt från sjuksköterskeprogrammet och lärarutbildningen. https://www.diva-portal.org/smash/record.jsf?pid=diva2:1245173

16. Dovydenko, M. V., Parovichnikova, E. N., Kuzmina, L. A., Vasilyeva, V. A., Drokov, M. Y., Koroleva, O. M., ... & Savchenko, V. G. (2019). Haploidentical stem cell transplantation with TCR alpha/beta and CD19 depletion in adult patients with hematological malignancies. *Blood*, *134*, 5648. https://www.sciencedirect.com/science/article/pii/S0006497118635748

17. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and organizations: Software of the mind. New York, NY: McGraw-Hill.

18. Jonsen, K., Tatli, A., Özbilgin, M., & Bell, M. P. (2011). Global diversity management: An evidence-based approach. Management International Review, 51(4), 465-486. https://books.google.com/books?hl=vi&lr=&id=JiRHEAAAQBAJ&oi=fnd&pg=PR2&dq=Jonsen,+K.,+Tatli,+A.,+%C3%96zbilgin,+M.,+%26+Bell,+M.+P.+(2011).+Global+diversity+management:+An+evidence-based+approach.+Management+International+Review,+51(4),+465-486.&ots=zeSkQV1fck&sig=OV9E43CF8jacKSrS9qyi2PFMXsk

19. Lewis, R. D. (2018). When cultures collide: Leading across cultures. Boston, MA: Nicholas Brealey Publishing. https://books.google.com/books?hl=vi&lr=&id=9rViDwAAQBAJ&oi=fnd&pg=PT11&dq=Lewis,+R.+D.+(2018).+When+cultures+collide:+Leading+across+cultures.+Boston,+MA:+Nicholas+Brealey+Publishing.&ots=mNBmCIcuDq&sig=U6Rn2fe2Iat_tXoRswqBI8Ym7fY

20. Meyer, E. (2014). The culture map: Breaking through the invisible boundaries of global business. New York, NY: PublicAffairs. https://www.businesscontact.nl/wp-content/uploads/2019/06/9789047012689.HR_.TheCultureMap_inleiding.pdf

21. Neeley, T. (2019). The language of global success: How a common tongue transforms multinational organizations. Princeton University Press. https://www.degruyter.com/document/doi/10.1515/9781400888641/html

22. Schneider, S. C., & Barsoux, J. L. (2017). Managing across cultures. Harlow, England: Pearson Education. https://cir.nii.ac.jp/crid/1130282268935037312

23. Google's Diversity Annual Report. (2019). https://scholar.google.com/scholar?cluster=49984357936509666&hl=vi&as_sdt=2005&sciodt=0,5