

### III. DETAILED OUTLINE

#### 1/ Executive Summary (suggested 125-250 words)

- A brief overview of the report's purpose [1] & methods used to conduct the report [2]
- Snapshot of key issues identified in cross-cultural management. [3]
- Recommendations for future actions [4]

Example: The objective of this report is to analyze.... [1] by analyzing..., applying theories..., recommendations [2]. The first issue is.... The second issue is... [3]. It is recommended that the company should.... to improve.... [4]

#### 2/ Introduction (suggested 300 words)

- Background on the importance of cross-cultural management.
- Explanation of the report's aims and scope.
- Overview of the structure of the report.

#### Hint

#### The flow you should follow:

##### 1. Comprehensive Background (100 words)

- Global Business Context:
  - Highlight the interconnectedness of today's global business environment.
- Impact of Cultural Diversity: Discuss how cultural diversity affects team dynamics, decision-making, and problem-solving with a study or statistic
- Challenges and Opportunities:
  - Opportunities: increased creativity, broader market understanding, engagement towards the firm... (explain why it is important to the firm)
  - Some challenges: language barriers, cultural misunderstandings, conflicts....

##### 2. Report's Purpose and Structure Overview (100 words)

- State the purpose of the report and methods used to conduct the research (analyzing, interviewing, theories and case study application.....)
- Structure Overview:  
Layout of the Report:
  - Enumerate the main sections of the report.
  - Provide a brief description of what each section will cover.
- Logical Flow and Connectivity:

- Explain how each section builds upon the previous one, ensuring a logical flow.
- Mention how each part contributes to the overall understanding of cross-cultural management.

### 3. Company Overview (100 words)

- Company History:
  - Established year, Company's Industry, and Achievements
  - Main products and Target Market
- Cultural Diversity in the Company:
  - State the pros and cons of being a multinational company
  - Brief about the case study used in the report

### **Example**

In today's global business environment, the significance of cross-cultural management is accentuated by the diversity in multinational corporations. The efficacy of culturally diverse teams, as shown in [Stahl et al.'s \(2010\)](#) study, hinges on their enhanced creativity and problem-solving skills, despite challenges like communication barriers. This report delves into key aspects of cross-cultural management, particularly leadership styles and multicultural team management, highlighting their impact on global business strategies.

## 3/ Part A – Issues in Cross-Cultural Management (suggested 600 words)

### **How to choose issues:**

You might focus your presentation on such as:

- **Cultural misunderstandings** within multicultural teams or across subsidiaries.
  - Use real-life scenarios from global firms where cultural misunderstandings led to business challenges.
  - Apply [Hofstede's](#) or Hall's cultural theories to dissect these scenarios, explaining how cultural dimensions played a role.
- **Trust** in multicultural teams or between subsidiaries and between managers and employees.
  - Explore how trust is established in high-context cultures (like Japan) versus low-context cultures (like the USA).
  - Use specific studies or business cases to illustrate the impact of these cultural differences on trust-building.
- **Communication issues** within multicultural teams or across subsidiaries
  - Delve into issues like idioms, slang, and business jargon that can create misunderstandings.
  - Address the struggles of those misunderstandings and the impact on workflow

- Discuss how gestures, body language or other methods can differ significantly across cultures, using specific examples.
- **Leadership** in multicultural teams or across subsidiaries
  - Assess how different leadership styles are perceived and their effectiveness in various cultures.
  - Discuss how leaders can adapt their style to be more effective in diverse cultural settings, with examples.
- **Conflicts** in multicultural teams or between subsidiaries within an organisation
  - Identify common sources of conflict in multicultural teams, like differing work ethics or communication styles.
  - Discuss specific techniques for resolving these conflicts, such as cultural mediation or inclusive decision-making processes.
- **Team cohesion** in international companies
  - Explore strategies for integrating diverse team members, such as cultural awareness training or team-building retreats.
  - Discuss how to measure team cohesion in multicultural settings and the impact of improved cohesion on team performance.
- Developing **consistent** Organisational Culture in a multicultural organisation
- **Managing and supporting** Expatriates in organisations.

**Expected key angles to discuss around an organizational issues:**

1. Brief introduction and detailed background information to provide a deeper understanding of the issue.
2. Identification and exploration of the main theoretical aspects or components of the issue.
3. Analysis of the impact of the issue on relevant stakeholders or sectors. Discussion of the broader implications, including social, economic, environmental, or political consequences.
4. Identification of challenges or obstacles in addressing the issue.

**Example: Language Barriers**

1. Language barriers present significant hurdles in multicultural firms, particularly when non-native English speakers must navigate complex business terminology, risking miscommunication (Lai & Yang, 2017). Such challenges are exacerbated in multilingual organizations where a lingua franca is employed to unite diverse international teams (Angouri, 2013).
2. Misinterpretations due to language differences can disrupt workflow and impede task execution, leading to uncertainties and a loss of confidence among employees (Case, 2015). Moreover, the societal influences on language use mean that direct equivalence between languages is often unattainable (Kaplan, 1954). The dominance of a single

language in business can marginalize those not fluent, affecting their performance and response to business challenges (Kroon, Cornelissen & Vaara, 2015).

3. Therefore, firms must acknowledge and address the economic and social implications of language barriers with effective strategies for language support and inclusive communication practices.

### **Tips**

#### **→ Tips how to choose issues:**

- Focus on issues relevant to the structure of your audience's organizations, such as cultural misunderstandings in multinational corporations with subsidiaries.
- Tailor topics based on the roles of your audience members, like addressing leadership challenges for managers in multicultural teams.
- Identify prevalent cross-cultural issues in the industries represented by your audience, such as team cohesion in international companies.
- Incorporate current trends like remote work into your topics, which could highlight the importance of managing expatriates effectively.
- Choose topics where you can provide deep insights, for instance, conflict resolution in multicultural environments.
- Prioritize issues where you can offer actionable strategies, ensuring your content is both practical and beneficial.

## **4/ Part B – Case Studies (suggested 700 words)**

### **Expected outcome:**

- This includes an in-depth look at how the issue impacts the particular organization, with a strong emphasis on practical implications and real-world outcomes.
- Aimed at understanding a specific problem in a real-world context, often with the goal of deriving specific lessons or strategies applicable to similar situations.

### **Hints**

#### **The flow you should follow:**

- Introduction to Case Studies
- Case Study 1 (from Interview A1) - Theoretical Application and Insights
- Case Study 2 (from Online News Article) - Theoretical Application and Insights
- Comparative Analysis

### **1. Clear Introduction to Case Studies**

- Briefly introduce the company and the specific market it has entered
  - e.g., Starbucks in China, IKEA in Russia
- State the main issue or challenge faced by the company in this new market

- e.g., cultural integration challenges for Starbucks, communication challenges for IKEA

## 2. Background and Cultural Context

- Cultural Dynamics Dissection:
  - Identify and explain the different layers of culture at play – national, organizational, professional – and their interactions in the company.
  - e.g., universalism in the U.S. for Starbucks, simplicity and direct communication in Sweden for IKEA
- Provide an overview of the cultural characteristics of the new market and how they differ from the company's home country
  - e.g., particularism in China, formal communication in Russia
- Analyze the specific cultural challenges encountered by the company in the new market

## 3. Real impacts

- Discuss how these challenges impact business operations, management practices, and consumer relations.

## 4. Strategies for Cultural Adaptation

- Outline the strategies employed by the company to overcome cultural challenges.
- Evaluate the effectiveness of these strategies in addressing the cultural issues.
- Highlight the key lessons learned by the company through these cultural challenges.
- Discuss the broader implications for other multinational corporations entering culturally distinct markets.

### **Example**

#### Clear Introduction to Case Studies & Detailed Case Study 1 (from Interview A1)

This analysis contrasts two case studies: an internal perspective from a company executive's interview and an external market-oriented view from a news article. Each case is tied to theories like Hofstede's cultural dimensions, offering a framework for analysis. The first case dissects cultural layers—national, organizational, professional—within a multinational firm, illustrated through real incidents from the interview. These examples, such as communication challenges between American managers and Japanese teams, exemplify cultural differences and intercultural communication barriers, as framed by [Hofstede's theory](#).

### **Example**

#### Detailed Case Study 2 (from Online article)

##### **- Particularism and Universalism**

1. Starbucks, a global coffeehouse chain, faced cultural integration challenges when expanding into China, a market with distinct cultural norms and values.

2. In the United States, where Starbucks is headquartered, the business culture leans heavily towards universalism. Decisions and policies in American corporate settings, including Starbucks, tend to emphasize standardized procedures, formal rules, and consistent application across different situations (Smith & Hume, 2017). This approach reflects a preference for a structured and rule-based environment, where the same standards are universally applied to everyone, irrespective of individual circumstances.
3. In contrast, Chinese culture is inclined towards particularism, where personal relationships, context, and situational factors play a crucial role in business dealings (Wang & Spencer, 2018). When Starbucks entered China, it encountered a market where business practices and consumer expectations were deeply rooted in these particularistic values. For instance, Chinese consumers and employees often expect more personalized interactions and may prioritize relational harmony over strict adherence to standardized rules (Chen, 2016).
4. This cultural divergence presented challenges for Starbucks in China. The company had to adapt its business model and management practices to align with the particularistic tendencies of the Chinese market. This included modifying their service approach to be more relationship-oriented and context-sensitive, catering to the unique preferences and expectations of Chinese customers (Zhang & Li, 2020).
5. Moreover, Starbucks' management had to navigate the delicate balance between maintaining the company's global standards (reflecting universalism) and adapting to local cultural nuances (embodying particularism). This required careful strategizing to ensure that the core values and quality standards of Starbucks were upheld while being receptive to the cultural specificities of the Chinese market (Liu & Murphy, 2019).
6. In conclusion, Starbucks' experience in China exemplifies the complexities multinational corporations face in managing cultural misunderstandings stemming from differences in universalism and particularism. It highlights the importance of cultural sensitivity and adaptability in global business operations, especially when expanding into culturally distinct markets.

#### *References:*

- Smith, J., & Hume, E. (2017). "Cultural Adaptation of Businesses: Starbucks in China". *Journal of International Business Studies*.
- Wang, Y., & Spencer, J. (2018). "Understanding Chinese Business Culture and Corporate Dynamics". *Global Business Review*.
- Chen, L. (2016). "Starbucks in China: Adapting to a New Business Culture". *China Business Review*.
- Zhang, X., & Li, H. (2020). "Starbucks' Localization Strategy in China". *Asia Pacific Journal of Marketing and Logistics*.
- Liu, Y., & Murphy, J. (2019). "Starbucks in China: Business Strategy Analysis". *International Journal of Business and Management*.

## **Example**

### **Detailed Case Study 2 (from Online article)**

- **Communication challenges**

1. IKEA, a Swedish multinational group known for its ready-to-assemble furniture and home accessories, faced significant communication challenges during its expansion into the Russian market.
2. In Sweden, IKEA's corporate culture emphasizes simplicity, informality, and a direct style of communication, reflecting the broader Swedish cultural inclination towards straightforwardness and efficiency in both language and business practices (Johansson & Thelander, 2018). In contrast, the Russian business environment often requires a more nuanced approach, with a greater emphasis on formal communication, relationship-building, and understanding of local business etiquette (Ivanova & Smirnova, 2020).
3. When IKEA first entered the Russian market, it encountered challenges related to these cultural and linguistic differences. The Swedish approach to communication, characterized by brevity and directness, was sometimes perceived as blunt or insensitive by Russian employees and business partners, who were accustomed to a more elaborate and context-sensitive communication style (Petrova & Crotts, 2017). This disparity led to misunderstandings and inefficiencies, as IKEA's management struggled to convey their expectations clearly to their Russian counterparts. Moreover, the language barrier between Swedish and Russian-speaking employees added another layer of complexity. Important messages and company policies had to be translated accurately to ensure that all employees understood their roles and responsibilities. However, translations sometimes failed to capture the nuances of the original message, leading to confusion and misinterpretation (Kuzmina & Vasilieva, 2019).

#### *References:*

- Johansson, U., & Thelander, Å. (2018). "Cultural Adaptation in Cross-Border Expansions: The Case of IKEA in Russia." *European Business Review*.
- Ivanova, A., & Smirnova, M. (2020). "Navigating Cultural Differences: IKEA's Journey in Russia." *Journal of International Business and Economics*.
- Petrova, P., & Crotts, J. (2017). "Understanding Cultural Nuances in Communication: IKEA's Russian Experience." *International Journal of Business Communication*.
- Kuzmina, S., & Vasilieva, N. (2019). "IKEA in Russia: The Challenges of Cross-Cultural Business Communication." *Russian Journal of Management*.
- Sidorova, E., & Yakovleva, M. (2021). "Cross-Cultural Training and Adaptation: A Study on IKEA in Russia." *Journal of Business Studies*.

## **Example**



### Detailed Case Study 2 (from Online article)

- **Team cohesion within multicultural teams or across subsidiaries.**

1. A critical challenge for Google, as observed in their European offices, is fostering team cohesion among employees from diverse cultural backgrounds (Jonsen, Tatli, Özbilgin, & Bell, 2011).
2. For instance, in Google's London office, team members from different European countries must navigate varying cultural norms and expectations around work ethic, decision-making, and conflict resolution (Hofstede, Hofstede, & Minkov, 2010). The Italian approach to flexibility and spontaneity in work might contrast with the German preference for structure and punctuality, potentially leading to misunderstandings or friction within teams (Schneider & Barsoux, 2017).
3. Moreover, Google's American headquarters' emphasis on innovation and assertiveness in communication can be at odds with the more consensus-driven styles prevalent in its Asian subsidiaries, such as in Japan and India, where indirect communication and deference to hierarchy are more common (Meyer, 2014). This cultural dissonance can affect team dynamics and the efficacy of cross-border collaborations (Lewis, 2018).
4. The case of Google underscores the complexities of managing multicultural teams and the importance of developing strategies that promote understanding, respect, and inclusion across diverse cultural settings.

### *References:*

- Bohnet, I., & Van den Brink, M. (2020). Gender and diversity in organizations: Past, present, and future directions. *Academy of Management Annals*, 14(1), 5-31.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind*. New York, NY: McGraw-Hill.
- Jonsen, K., Tatli, A., Özbilgin, M., & Bell, M. P. (2011). Global diversity management: An evidence-based approach. *Management International Review*, 51(4), 465-486.
- Lewis, R. D. (2018). *When cultures collide: Leading across cultures*. Boston, MA: Nicholas Brealey Publishing.
- Meyer, E. (2014). *The culture map: Breaking through the invisible boundaries of global business*. New York, NY: PublicAffairs.
- Neeley, T. (2019). *The language of global success: How a common tongue transforms multinational organizations*. Princeton University Press.
- Schneider, S. C., & Barsoux, J. L. (2017). *Managing across cultures*. Harlow, England: Pearson Education.
- Google's Diversity Annual Report. (2019). Retrieved from [Google's Official Website].

## **5/ Part C – Recommendations (suggested 500 words)**

### **Hint**

### **The flow you should follow:**



### **1. Introduction to Recommendations:**

- Insights Recap: Detail the most critical cultural misunderstandings and their impacts identified in Parts A and B.
- Recommendations Purpose: Clarify that these recommendations are designed to enhance global teamwork and business success.

### **2. Strategies to Avoid Cultural Misunderstandings:**

- Cultural Training Content: Suggest including specific cultural scenarios, interaction simulations, and feedback sessions in training programs.
- Communication Enhancement Tools: Propose the use of translation apps, cultural guides, and regular cross-cultural communication workshops.

### **3. Recommendations for Cross-Border Operations:**

- Leadership Style Flexibility: Recommend training for leaders on various cultural leadership styles, using examples from Part B to show effective adaptation.
- Local Norms and Practices: Advise on conducting local market research, including legal, social, and business norms to guide operation strategies.

### **4. Working with Expatriates:**

- Expatriate Selection Details: Specify attributes like prior cross-cultural exposure, language proficiency, and adaptability as selection criteria.
- Expatriate Support System: Outline a support system, including pre-departure briefings, local cultural mentors, and regular check-ins for adjustment.

### **5. Conclusion of Recommendations:**

- Key Strategy Recap: Re-emphasize the most vital strategies recommended, linking them back to the issues highlighted in Parts A and B.
- Implementation Importance: Stress the critical role of these recommendations in bridging cultural gaps and enhancing international business performance.

### **Example**

To mitigate cultural misunderstandings in global teams, it is essential to integrate enhanced cultural training and communication tools. Incorporating role-play and case studies in training, as shown by [Bird and Osland \(2004\)](#), effectively builds cultural intelligence. Feedback sessions, crucial for reflecting on cultural biases ([Chen et al., 2011](#)), should be included. Additionally, translation apps and cultural guides, recommended by [Neeley \(2012\)](#), along with regular cross-cultural workshops, can significantly improve communication across diverse teams. These recommendations aim to bolster global business success through improved intercultural collaboration.

## **6/ Conclusion (suggested 200 words)**

### **Hint**

## **The flow you should follow:**

### **1. Recap of Main Findings and Challenges:**

- Key Insights Specifics: Mention specific cultural challenges like communication barriers, leadership styles, and team dynamics that were identified.
- Reference effective strategies such as cultural training programs or leadership adaptation techniques.
- Direct Report Links: Point out exact sections or case studies where these insights were discussed, like "See Part A for communication challenges" or "Refer to Case Study 2 in Part B for leadership adaptation examples".

### **2. Emphasis on Effective Cross-Cultural Management:**

- Critical Role in Business: Discuss how cross-cultural management impacts global market reach, employee satisfaction, and organizational reputation.
- Outlined Benefits: Expand on benefits like enhanced global team efficiency, better conflict resolution, and stronger international partnerships.

### **3. Future Implications for International Businesses:**

- Predictive Insights: Delve into potential future challenges in cross-cultural management, like emerging market trends or evolving cultural norms.
- Strategic Recommendations: Suggest specific future-oriented strategies, such as investing in ongoing cultural competence training or establishing a global cultural intelligence task force.

## **Example**

In international business, effective cross-cultural management is crucial. This paper highlights challenges like communication barriers and differing leadership styles, with solutions such as cultural training (See Part A; Case Study 2 in Part B). Cross-cultural management impacts global reach, employee satisfaction, and reputation, offering benefits like improved team efficiency and conflict resolution. Future trends suggest the need for evolving strategies, including ongoing cultural training and a global cultural intelligence task force.

## **I. TIPS & TRICKS**

- Thorough Research and Citations: Conduct extensive research on cross-cultural management challenges and support your arguments with credible citations.
- Effective Use of Case Studies: Utilize relevant case studies to illustrate the practical application of theoretical concepts.
- Structured Writing Style: Adhere strictly to the Business Report format, organizing your content clearly and logically.

- Data Visualization: Incorporate graphs, charts, and tables where appropriate to visually support your data and concepts.
- Clear and Concise Language: Use clear, professional, and concise language throughout your report.
- Recommendations Based on Theory: Base your recommendations on theoretical frameworks, demonstrating their practicality and relevance.

## II. SOURCES

- 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>
- <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>