Multicultural Management

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1 Discussion about terms

1.1 Multicultural Management

<table>
<thead>
<tr>
<th>Multicultural</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture?</td>
<td></td>
</tr>
<tr>
<td>→ onion model</td>
<td></td>
</tr>
<tr>
<td>→ Iceberg-model: 10% you can see</td>
<td>90% you can't see</td>
</tr>
<tr>
<td>- language</td>
<td>- values &amp; norms</td>
</tr>
<tr>
<td>- dressing</td>
<td>- beliefs</td>
</tr>
<tr>
<td>- behaviour</td>
<td>- history</td>
</tr>
<tr>
<td>- taste</td>
<td>- religion</td>
</tr>
<tr>
<td>- food</td>
<td>- methods of thinking</td>
</tr>
<tr>
<td>- appearance</td>
<td>- perception</td>
</tr>
<tr>
<td>- gestures</td>
<td>- taboos</td>
</tr>
<tr>
<td>- organizing/controlling</td>
<td></td>
</tr>
<tr>
<td>- problem solving</td>
<td></td>
</tr>
<tr>
<td>- decision making</td>
<td></td>
</tr>
<tr>
<td>- collecting/spreading information</td>
<td></td>
</tr>
<tr>
<td>- leading people</td>
<td></td>
</tr>
<tr>
<td>- responsibility</td>
<td></td>
</tr>
<tr>
<td>- motivation</td>
<td></td>
</tr>
<tr>
<td>- power</td>
<td></td>
</tr>
<tr>
<td>- ROI</td>
<td></td>
</tr>
<tr>
<td>- Take care of employees</td>
<td></td>
</tr>
<tr>
<td>- Give/take critique</td>
<td></td>
</tr>
<tr>
<td>- Feedback</td>
<td></td>
</tr>
<tr>
<td>- Set goals/claims/objectives</td>
<td></td>
</tr>
<tr>
<td>- Strategy</td>
<td></td>
</tr>
<tr>
<td>- communication</td>
<td></td>
</tr>
</tbody>
</table>

1.2 Definition of culture

See copy 5!

1.2.1 Dimensions of culture

see copy 7-9

- sense of self and space
- communication and language
- dress and appearance
- food and feeding habits
- time and time consciousness
- relationships
- values and norms
- beliefs and attitudes
- mental process an learning
- work habits and practices

1.2.2 Culture of Organizations

see copy 10!
2 Stereotypes

<table>
<thead>
<tr>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Everybody believes, but is surprised when does not fit</td>
<td>- you are expected/judged to function</td>
</tr>
<tr>
<td>- can it make easy to react</td>
<td>- sometimes they are true</td>
</tr>
<tr>
<td>- sometimes they are true</td>
<td></td>
</tr>
<tr>
<td>- give a group identity</td>
<td></td>
</tr>
</tbody>
</table>

3 Communication

3.1 Questioning

- see copy 17

- shooting questions
- fishing questions

3.2 Communication modes

<table>
<thead>
<tr>
<th></th>
<th>Listening</th>
<th>Speaking</th>
<th>Reading</th>
<th>Writing</th>
</tr>
</thead>
<tbody>
<tr>
<td>learned</td>
<td>1\textsuperscript{st}</td>
<td>2\textsuperscript{nd}</td>
<td>3\textsuperscript{rd}</td>
<td>4\textsuperscript{th}</td>
</tr>
<tr>
<td>Used</td>
<td>Most (45%)</td>
<td>2\textsuperscript{nd} most (30%)</td>
<td>16%</td>
<td>Least (9%)</td>
</tr>
<tr>
<td>Taught</td>
<td>Least</td>
<td>Next least</td>
<td>Next most</td>
<td>most</td>
</tr>
</tbody>
</table>
3.3 Characteristics of Communication

3.4 4 sides of a message

3.5 Listening Modes
- hearing
- information gathering
- defensive/cynical listening
- offensive listening
- polite listening
- active listening

3.6 direct & indirect communication

video:
Find out means and methods of communication!
What messages are transported by these means?

<table>
<thead>
<tr>
<th>mean</th>
<th>effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>- calling persons without asking or</td>
<td>- show power</td>
</tr>
<tr>
<td>setting a date</td>
<td>- creates confusion in employee</td>
</tr>
</tbody>
</table>
| - no attention by boss when entering the room | - showing who is important  
| - showing he is angry | - boss moving body to front & using index finger, waving glasses, pointing on the files, turns body away from them, hearing not listening, shouting  
| | | | \(\rightarrow\) one-way-communication (no acceptance of any arguments)  
| - getting away with files | - intimidating \((Einschüchterung)\)  
| - ignorance at the end after he was finished | - demotivation  
| | | | \(\rightarrow\) scaring  
| | | | \(\rightarrow\) destroying loyalty |

3.7 **High context & low context culture**

\(\rightarrow\) copy

3.8 **Cultural biases**

\(\rightarrow\) copy

3.9 **Attribution theory**

Attribution theory concerns about behavior besides dialogs and what the participants assign to that behavior.

\(\rightarrow\) copy
4 Negotiation

4.1 What makes (business) negotiations successful?

- know your partner (opponent or sitting opposite, near to you) – you need the other
- knowing the topic
  - goals (what you want, what the others)
  - intentions (hidden agenda)
- win-win situation – every partners gets an advantage (maybe by “expanding the cake" to more than 100%)
- knowing the market needs
- put yourself into shoes of partner
- knowing your limits (BATNA – Best Alternative to a Negotiation Agreement)
- get as much information as possible about your partner
- knowing the power (in decision making) of your negotiation partner

4.2 AOL, NCC, SUN case study

top issues, what have to be concerned:
- financial aspects
- strategy in future?
  - vision
  - mission
  - goals
  - how to reach customers?
  - make profit

positions/interests:

AOL:
  - enter e-commerce
  - usable, improved internet software
  - keep up being biggest ISP

NCC:
  - increase browser market share
  - new distribution channels, financial resources

SUN:
  - sell hardware to/via AOL (using distribution/marketing channels)
  - being head of technology in the new e-commerce alliance
  - get NCC e-commerce software

BATNA:

AOL:
  - if we do not get the software (from NCC)
NCC:
  o if we do not get the distribution channels
  o if AOL does not get out IE from their consumer business

SUN:
  o if we do not get head of technology
  o if AOL does not switch to SUN-hardware
5 Learning about Other Management Cultures

→ see copy

Hofstede Dimensions:
1. Power distance
2. Uncertainty avoidance
3. Individualism ⇔ Collectivism
4. Masculinity ⇔ Feminity

6 exam

- movie (cultural situation)
- Hofstedes Dimensions of Management cultures

possible topics:
- differences in culture
- definitions in culture
- stereotypes (coconut/peaches, functions, positive/negative)
- models of culture (iceberg,onion)
- status (dimension of culture, questioning, answering, example Thailand)
- question types (fishing, shooting)
- communication (basics, circle of c., 4 sides of a message)
- attribution theory
- low context/high context
- negotiations

60-90min
start 14:15