Cross Cultural Management and Negotiation Practices

(Discussion Questions for each Chapter)

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PART I – CULTURE AND MANAGEMENT
CHAPTER 1

Culture and International Management

Discussion Questions

1. What is management? Define the typical functions of management.
2. Effective managers are expected to have technical, human and conceptual skills. Which of these skills are the most important for a middle manager? Discuss.
3. Should cross-cultural managers be effective or efficient? Discuss.
4. What is international management and how does it vary from national management? Discuss.
5. Who are some of the pioneers of management history? Briefly discuss what they did and do not limit your answers to those who are discussed in this chapter or book.
6. Are scientific management principles universal? Can they be applied across different cultures and industries?
7. What is culture? How does culture influence a person’s behavior?
8. Can culture be changed in a nation or organization? Discuss and provide examples.
9. What are some of the functions of culture?
10. Define culture in terms of your colleagues in the work environment.
11. What are some important dimensions of culture that relate to teamwork?
12. How are values acquired and what functions do they serve?
13. What is socialization and how does it condition people in society?
14. Complete the personal decision-making style questionnaire (at the end of this chapter) to determine your decision making styles and preferences.
15. How does culture impact a person’s decision-making process?
16. Could there be a link between analytical, behavioral, conceptual, and directive styles of decision-making and culture? In other words, could one style of decision-making be more preferable than others in specific cultures? Discuss.
CHAPTER 2

Cultural Dimensions and Research

Discussion Questions

1. What is culture? What is culture shock and how can one successfully overcome its negative impact? Discuss and provide examples.
2. What are cultural dimensions?
3. In what manners can cultures be studied? What are some of the common studies that have been conducted regarding cultures?
4. How are cultures changing today? Are they converging or diverging? Discuss.
5. Discuss the various time orientations across cultures and their impact in the workplace.
6. Discuss the five dimensions of culture as defined by Gert Hofstede.
7. Discuss three dimensions of culture as defined by Fons Trompanaar.
8. Is there a relationship between high context cultures and collective cultures? Discuss.
9. Discuss the work of Andre’ Laurent and its implications for managers.
10. Discuss the work of Kluckhohn and Strodtbeck and its implications for researchers and managers.
11. Is there a relationship between individualism and ethics? Can there be negative relationships and positive? Discuss.
12. Should managers be task-oriented or relationship-oriented? Which would produce better results and why? Could there be a link between culture and a person’s orientation toward high task or relationship behaviors? Discuss.
CHAPTER 3
Motivational and Generational Values

Discussion Questions
1. What is motivation? How are people motivated?
2. Discuss the content and process theories of motivation.
3. Which motivational theories are applicable across various cultures? Discuss at least two by mentioning examples of how they can be applied in two or more different cultures or countries.
4. What is attitude and how does it relate to motivation and values? Discuss.
5. What are values? Do values differ across cultures? Why are values important?
6. How do your values differ from people in other cultures?
7. What are some values for professionals in the United States and Japan? How do these values differ from people in Europe or from people in Russia?
8. Can values change over time? Discuss and provide an explanation for your thoughts.
9. How can national values become a part of people’s personal values when they are socialized in that country or culture?
10. How are the values of Afghan professionals different from the values of others presented in this study?
11. Afghans ranked the instrumental value “courageous” as their second highest, while the Britain and American respondents ranked it as tenth and ninth respectively. Based on such differences, what conclusions can one make about Afghans and how can managers, leaders and advertisers use this knowledge in the country of Afghanistan?
12. Afghans ranked the instrumental value “intellectual” as their third highest, while the Britain and American respondents ranked it as fourteenth and eleventh respectively. Based on such differences, what conclusions can one make about Afghans and how can managers and leaders use this knowledge in the country of Afghanistan?
13. How do national values differ from organizational values? Which set of values tend to be a stronger driver of a person’s behavior? Why and when?
15. What can organizational leaders do to make sure their personal and company values are aligned with the expectations of people in the country or culture?
CHAPTER 4

Cross Cultural Management

Discussion Questions

1. Is managing different in a cross-cultural workplace? If so, how? Discuss.
2. Discuss some of the challenges women face in climbing the ladder of success in a cross-cultural workforce. What are three examples?
4. How can managers and educators appreciate and effectively use the cultural diversity of their workers and colleagues around the globe?
5. What are some of the risks that global organizations deal with on a regular basis? Discuss.
6. How can multinational organizations prepare to effectively respond to major disasters?
7. If there are risks to employees getting injured and killed, then why would large companies be sending their employees to war zones for private projects?
CHAPTER 5

Cultures and Sub-Cultures in the Caribbean

Questions for Discussion

1. How is culture impacting the countries in the Caribbean?
2. Are the cultures of Jamaica and other Caribbean countries similar?
3. How are the histories of Trinidad & Tobago and Jamaica similar or different? Discuss and provide examples.
4. What are officials in Trinidad & Tobago and Jamaica doing to increase foreign direct investment in their countries?
5. While each country tends to have certain common cultural trends, they may also have subcultures. Describe any subcultures that might exist in the Caribbean countries.
6. Describe at least four techniques that expatriate managers can utilize if and when managing in Jamaica or Trinidad & Tobago.
CHAPTER 6

Expanding Abroad: Pakistan or Ecuador

Discussion Questions
1. Why do companies expand nationally?
2. Why do companies expand internationally?
3. What are some strategies for international expansion? Discuss and you’re your techniques from least costly (risky) to most costly (risky) strategies for going global.
5. Which management orientation best matches a new company entering into Ecuador? Discuss.
6. What are some unique characteristics of Pakistan when compared to Asian and Western countries?
7. What are some unique characteristics of Ecuador when compared to Asian and Western countries?
8. What are some cultural differences and commonalities between Ecuador and Pakistan?
9. Are there certain business practices that an expatriate must remember when doing business with professionals in Ecuador and Pakistan?
10. Discuss the challenges and opportunities associated with ethics, law and bribery when one is doing business in Ecuador or Pakistan.
11. If your company had the choice of expanding either into Pakistan or Ecuador for new market share, where would you plan to go first and why? And, how would you expand into this new market and why?
CHAPTER 7

Culture, Ethics and Corruption

Questions for Discussion
1. What is ethics? How does it differ from the terms “morality” and “values”?
2. Should cross-cultural managers worry about ethics and the perception of unethical behavior on their part? Why or why not?
3. How are ethics and leadership related? Discuss.
4. What is corruption? What causes corruption?
5. Is corruption wrong if one is only using it to get rid of red tape and speed up the process of getting one’s organizational paperwork completed faster? Discuss.
7. Is there a relationship between cultural dimensions, economics of a country, and ethics? Discuss.
8. Are multinational corporations able to bribe officials and governments agents in foreign cultures? Discuss the rules for two different countries.
10. Is there a relationship between education, corruption and economic stability? Discuss.
11. What can developing economies, such as Afghanistan, do to reduce the level of corruption? Mention five strategies.
PART II – NEGOTIATION
CHALLENGES AND
STRATEGIES
CHAPTER 8

Negotiation Fundamentals

Discussion Questions
1. What is negotiation?
2. How are global managers using negotiations in their workplace today?
   Discuss three examples.
3. Discuss some of the challenges associated with negotiations in the workplace.
4. Discuss some of the challenges that a manager might face in a cross-cultural environment that he or she may not necessarily face in the local workplace.
5. What are some recommendations when one is personally negotiating with a team of people?
6. Describe how structured settlements can induce a mutually agreeable resolution to a monetary claim.
7. Who do structured settlements benefit?
8. Would you opt for a structured settlement if you were negotiating a claim payout? If yes, why? If no, why not?
9. What is mediation? When is mediation necessary?
10. Can mediation be used to satisfy a variety of disputes?
11. In your opinion, when cases settle through mediation, who benefits?
12. Have you ever attended a mediation process? If so, was it helpful?
13. Describe a situation wherein you would apply these three rules: Reciprocation, Liking, and the Detachment rule.
14. Have you unknowingly used these rules in the past? If so, what were the results?
15. Have you returned favors or felt obliged to people who have helped you?
16. Do you attribute positive physical characteristics to attractive people?
17. Do you work better with people who share your values and characteristics?
18. When you are not emotionally tied to the outcome, are you a better negotiator?
19. How would you use these rules in future negotiations?
CHAPTER 9
Success in Negotiations

Discussion Questions
1. Provide two examples where an expatriate might have to negotiate with foreign nationals.
2. What are some common challenges an expatriate might face when negotiating with foreign nationals?
3. Discuss the various types of negotiation styles that one might face.
4. What might be an appropriate negotiation style when dealing with counterparts in a high context culture?
5. What might be an appropriate negotiation style when dealing with counterparts in a culture that is high on uncertainty avoidance?
6. What might be an appropriate negotiation style when dealing with counterparts in a culture that is high on individualism?
7. What might be an appropriate negotiation style when dealing with counterparts in a culture that is high on long-term orientation?
CHAPTER 10

Negotiation Model and Steps

Discussion Questions

1. Discuss the four main steps to a negotiation process as presented in this chapter.
2. What are some pre-negotiation items that must be planned in advance?
3. What can one do to initiate and plan for a negotiation?
4. Should a negotiator make the first offer? What are the advantages and disadvantages?
5. Why do some people rush the process of negotiation to close it as quickly as possible? What are the advantages (if any) and disadvantages (if any) of this tendency?
6. What can be done to reduce the need for renegotiations?
7. Why is it important to stay focused on the long-term relationship building process with one’s negotiation partners? State five top reasons.
8. When negotiating with a group in a foreign environment, should one open with a high or low offer? Discuss the pros and cons for each move and provide your reasons.
9. Are concessions necessary in a cross-cultural negotiation? Why or why not?
10. What are some common strategies that negotiators can use to influence the process in his/her favor?
11. If a critical issue for negotiators today is to deal with diverse cultures, then, what will become a critical issue for negotiators in the future? Have we gone as far as we can go in determining all the factors that might influence the negotiation process? And, what could influence negotiation in the years to come?
CHAPTER 11

Negotiation, Diversity and Communication

Discussion Questions

1. What is communication and how does it apply to the four main steps to a negotiation process?
2. What can one do to enhance one’s communication effectiveness for global negotiations?
3. What are some common challenges that negotiators might face when dealing with expatriates and foreign nationals?
5. Discuss the importance of listening in a cross-cultural negotiation environment.
6. How are the roles of women changing in today’s work environment? What is the status of women in the construction industry?
7. Do women face more challenges and obstacles in the workplace or as they rise in the management and leadership hierarchies? Discuss perspectives and examples from at least two different cultures / countries.
8. What is e-negotiation?
9. What are some of the benefits and challenges associated with e-negotiations?
CHAPTER 12

Differences in Saudi Arabia, Japan, Germany, China, and Brazil

Discussion Questions

1. Discuss the societal differences between Saudi Arabia and Japan. How would these differences affect international business negotiations between both countries?
2. How would a U.S. expatriate deal with the cultural awareness, and religious implications when conducting business in Saudi Arabia? In Japan?
3. Discuss the kinds of conflicts that may occur if a U.S. expatriate manager was managing a joint venture in Saudi Arabia. Find solutions to these conflicts.
4. What is a “salaryman”? Why do the Japanese shape their style of business based on this concept?
5. What are some of the differences in non-verbal communication between Saudi Arabia and Japan?
6. Discuss the issues international managers may face when conducting business in Japan. How would these differ if the manager was from a western society vs. an eastern society?
7. Discuss the importance of “keiretsu.” How does “keiretsu” coincide with “salaryman”? Are such concepts discussed in the western world? If so, in what form? Discuss.
8. Discuss the business environment in Saudi Arabia. How does it differ from Japan's business environment? How do they affect foreign businesspeople?
9. Define a woman's role in the workforce, both in the Saudi Arabian and Japanese societies.
10. Define Hofstede's five model dimension. How are they applicable to the Saudi Arabian and Japanese ways of business?
11. Would you describe the Japanese culture as high context or low context? Discuss.
12. Would you describe the German culture as high context or low context? Discuss.
13. What are some of the similarities among the Japanese and German cultures?
14. How do the Germans and Japanese relate with regard to their time orientations? Are they monochronic or polychronic?
15. What are some specific items that expatriates and negotiators must remember when doing business with the Japanese and Germans? Discuss.
16. Are there similarities between the Japanese, Chinese and Brazilian cultures? If so, what are they?
17. Are there differences among the Japanese, Chinese and Brazilian cultures? If so, what are they?
18. What are some common negotiation considerations when dealing with the Chinese? Discuss.
19. What are some common negotiation considerations when dealing with the Japanese? Discuss.
20. What are some common negotiation considerations when dealing with the Brazilians? Discuss.
CHAPTER 13

Negotiation: Afghanistan, the United States and Brazil

Questions for Discussion

1. How has the conflicts around the world impacted the people of various countries today? Especially discuss people and businesses in the United States, Afghanistan, and Brazil.
2. What are some of the causes of conflict? Discuss the American view, the Afghan view, and the Brazilian view. There are usually two sides to each paradigm or view; to effectively resolve conflicts, it is best to get a better perspective by trying to understand the opposing views as well.
3. What are some communication and negotiation practices and techniques that an expatriate should remember when dealing with people in Afghanistan? Discuss.
4. What are some communication and negotiation practices and techniques that an expatriate should remember when dealing with people in Brazil? Discuss.
5. What are some communication and negotiation practices and techniques that an expatriate should remember when dealing with people in the United States? Discuss.
PART III – SKILLS AND EXPATRIATE TRAINING
CHAPTER 14

Communication: Listening to Understand

Discussion Questions

1. What is effective communication? How is “effective communication” different from “communication”?
2. Can one effectively be listening, thinking and talking with someone at the same time? Discuss.
3. What is listening?
4. What is active listening?
5. How is listening different from hearing?
6. What are some common barriers to listening? How can one overcome such barriers in order to listening effectively?
7. What are autobiographical responses and how do they impact listening?
8. What are three benefits of listening? Provide personal examples of how you have benefited from listening.
9. Discuss the various levels of listening and example of each as used by your friends, colleagues and family members.
10. What is empathic listening?
11. What are some techniques or listening leads that can be used when one is listening empathically?
12. Try the skill of empathic listening with four friends and colleagues and document your results. Try this technique with people that you do not know and document the results.
13. Is empathic listening easy, difficult, natural, or does it require conscious focus? Describe your thoughts as per your experience with your colleagues, family members, people you meet for the first time, and professionals in the community.
14. How is listening linked to cross-cultural communication, negotiations and conflict management practices? Discuss.
CHAPTER 15

Global Integration and Conflict Management

Discussion Questions

1. Is there a convergence or divergence of language and culture across the globe? What variables are causing either a divergence or convergence? Discuss your thoughts and logic.

2. Why is language important to a nation? How does language influence culture? Discuss.

3. What is conflict?

4. What are some common sources of conflict for cross-cultural managers and expatriates? Mention five.

5. Discuss two strategies that can be used for settling conflicts.

6. Can cultural differences be a source of conflict? If so, how? Discuss examples.

7. What are some benefits of conflict?

8. Mr. Kofi Annan’s five lessons are important for all managers, leaders, politicians, economists, educators, and spiritual experts. Which of the following are important in your profession and discuss the reasons for the important:

   a. First, we are all responsible for each other's security.
   b. Second, we can and must give everyone the chance to benefit from global prosperity.
   c. Third, both security and prosperity depend on human rights and the rule of law.
   d. Fourth, states must be accountable to each other, and to a broad range of non-state actors, in their international conduct.
   e. Fifth, we must be working together through a multilateral system, and by making the best possible use of the unique instrument, such as the United Nations.

9. The fourth recommendation from the U.N. Secretary General which states that “Governments must be accountable for their actions, in the international and domestic arenas.” “...As things stand, poor and weak states are easily held to account, because they need foreign aid. But large
and powerful states, whose actions have the greatest impact on others, can be constrained only by their own people.” Name five nations that can be considered to be the “large and powerful states,” and discuss what can they do to create a better world for all?

10. Mr. Kofi Annan states that “But large and powerful states, whose actions have the greatest impact on others, can be constrained only by their own people, working through their domestic institutions…I mean commercial corporations, charities and pressure groups, labor unions, philanthropic foundations, universities and think tanks – all the myriad forms in which people come together voluntarily to think about, or try to change, the world. None of these should be allowed to substitute itself for the state, or for the democratic process by which citizens choose their governments and decide policy. But they all have the capacity to influence political processes, on the international as well as the national level. States that try to ignore this are hiding their heads in the sand.” What do you think Mr. Annan is trying to see in the last part of his statement about “…hiding their heads in the sand.” Discuss and reflect using examples.
CHAPTER 16

Expatriate Training and Development

Discussion Questions

1. What is training? Why is there a need for cross-cultural training?
2. Should training programs vary when one is dealing with people of a high context culture versus when one is working with people of a low context culture? Discuss and provide your reasons.
3. What is succession planning and development?
4. What challenges do expatriate employees face when they go to a new foreign culture?
5. How are expatriates evaluated for their jobs abroad?
6. Who should evaluate expatriates?
7. What can organizations do to develop their expatriate employees?
8. What are some common developmental plans and strategies that firms can use to develop their employees?
9. What is repatriation? What are some of the challenges employees face during their repatriation? What are some things that managers and organizations can do to make the repatriation process easier?
10. What are some best practices that you have seen or observed in cross-cultural training in today’s modern and multinational organizations? You may speak with managers of multinational firms or check out their training programs through their websites or the consultant’s offerings.
PART IV – CASES
You Are You & I am I

I do my thing, and you do your thing.  
I am not in this world to live up to your expectations  
And you are not in this world to live up to mine.  
You are you and I am I,  
And if by chance we find each other,  
It’s beautiful...  

Frederick S. Perls

Cautious Man

Once there was a very cautious man  
Who never loved, laughed or cried.  

He never risked, he never lost  
He never won nor ever tried.  

And one day when he passed away  
His insurance was denied.  

For since he never really lived  
They claimed he never really died.  

(Unknown)