

# Table of Contents

<b>1</b>	<b>Globalization and Intercultural Management</b>	<b>1</b>
1.0	Statement of the problem .....	1
1.1	“The Global Challenge” .....	2
1.1.1	Global challenges .....	4
1.1.2	The intercultural answer .....	6
1.2	Intercultural management .....	8
1.2.1	Definition of intercultural management .....	9
1.2.2	The importance of intercultural management .....	10
1.2.3	The tasks of intercultural management .....	12
1.2.4	Challenges in the field of intercultural management .....	13
1.2.5	The European Union and intercultural dialogue .....	16
1.2.6	Intercultural management vs. cross-cultural-management .....	17
1.3	The expert’s view: Interview with Dr. Thomas Zenetti .....	18
1.4	Case Study: Interviewing costumers in Asia – The impact of culture .....	21
<b>2</b>	<b>Cultural Reflection as a Starting Point for Intercultural Management</b>	<b>23</b>
2.0	Statement of the problem .....	23
2.1	Acting in a different cultural setting .....	23
2.2	The term “culture” from a scientific-anthropological point of view .....	24
2.3	The Iceberg-Model .....	26
2.4	Approaching a systematization of different cultural concepts .....	28
2.4.1	Keller’s cultural concept .....	28
2.4.2	Luthans’ cultural concept .....	28
2.4.3	Kluckhohn’s cultural concept .....	29
2.4.4	Schein’s Model: Three Levels of Culture .....	29
2.4.5	Symbols .....	30
2.4.6	Heroes .....	31
2.4.7	Rituals .....	31
2.4.8	Value systems .....	31
2.5	Insights into five cultural models .....	32
2.5.1	Hall’s Cultural Model .....	32
2.5.2	Hofstede’s 5-Dimension Model .....	36
2.5.3	Trompenaars’ 7-D-Model .....	44
2.5.4	Schwartz’ Cultural Model .....	49
2.5.5	GLOBE-Study .....	52

2.6	Comparison of the cultural models.....	54
2.7	The application of cultural models in the training practice.....	56
2.8	Levels and core elements of the cultural environment and its influence on international assignments.....	56
2.8.1	Questioning one's own cultural point of view .....	56
2.8.2	Core elements of the cultural environment.....	57
2.8.3	Regarding the interrelation of the core elements .....	58
2.9	The expert's view: Interview with Prof. Dr. Geert Hofstede .....	61
2.10	Intercultural exercise: Bridge construction experts among the "Ulemans" .....	66
2.11	Case Study: Getting people to play ball.....	68
<b>3</b>	<b>Corporate Culture and Internationalization</b>	<b>69</b>
3.0	Statement of the problem.....	69
3.1	Corporate cultures in global interaction.....	70
3.1.1	A research project on global cultural development.....	70
3.1.2	Cultural integration drivers.....	71
3.2	Mergers & acquisitions.....	74
3.2.1	The terms "merger" & "acquisition" .....	75
3.2.2	Cross-border M&A.....	76
3.2.3	Reasons for M&A.....	78
3.2.4	Drawbacks .....	79
3.2.5	The process of forming M&A .....	79
3.2.6	Cultural Due Diligence .....	81
3.2.7	An evaluation of mergers & acquisitions.....	84
3.2.8	The influence of culture on M&A – selected results of two studies .....	86
3.2.9	A practical example: a pre-deal planning by KPMG .....	88
3.3	Interview with Peter Agnefjäll, CEO of IKEA .....	91
3.4	Case Study: From foundering consumer goods factory to cookware leader: A recipe for growth.....	92
<b>4</b>	<b>Values under the Influence of Culture and Technology</b>	<b>93</b>
4.0	Statement of the problem.....	93
4.1	Values and responsibilities.....	94
4.2	De Bono's Six Value Medals .....	96
4.3	The World Values Survey .....	100
4.3.1	An overview on the project.....	100
4.3.2	Sample questions from the World Values Survey .....	101
4.4	Valuing diversity and managing diversity.....	103
4.4.1	Definition of diversity.....	103
4.4.2	Diversity management.....	103
4.4.3	Diversity management within intercultural management .....	104

4.4.4	Theoretical approaches towards diversity management.....	104
4.4.5	The benefits, dangers and limitations of an active diversity management.....	108
4.4.6	The drivers for implementing diversity management .....	112
4.4.7	The future development of diversity management.....	116
4.5	The expert's view: Interview with Ryohei Arai .....	117
4.6	Case Study: A vision of a modern Arab world .....	118
<b>5</b>	<b>Intercultural Competence</b>	<b>121</b>
5.0	Statement of the problem .....	121
5.1	Definition .....	122
5.1.1	Cluster 1: Attitude .....	124
5.1.2	Cluster 2: Knowledge and skills .....	124
5.1.3	Cluster 3: Internal and external outcomes.....	126
5.2	Relevance of intercultural competence .....	129
5.3	Intercultural competence in the framework of the 7-S-Model .....	130
5.3.1	The "hard" elements of the 7-S-Model .....	131
5.3.2	The "soft" elements of the 7-S-Model .....	132
5.4	WWW – a selection of intercultural sites.....	134
5.5	The experts' view .....	136
5.5.1	Interview with Abdulaziz Al-Mikhlaifi .....	136
5.5.2	Interview with Peter Wollmann .....	137
5.6	Case Study: Why did Walmart leave Germany? .....	138
<b>6</b>	<b>Intercultural Communication</b>	<b>141</b>
6.0	Statement of the problem .....	141
6.1	The importance of intercultural communication.....	141
6.2	The communication model .....	142
6.3	Negotiating across cultures .....	143
6.4	Levels of communication.....	146
6.5	Verbal communication .....	148
6.5.1	Language.....	148
6.5.2	Distinctive language features .....	148
6.5.3	Translation problems.....	150
6.5.4	English as a lingua franca .....	151
6.5.5	Direct and indirect styles of verbal communication.....	152
6.5.6	Written communication.....	152
6.5.7	Listening skills.....	153
6.6	Paraverbal communication.....	154
6.6.1	Communicating to display emotion .....	155
6.6.2	Effect of speaking .....	155

6.7	Nonverbal communication.....	156
6.7.1	Six categories of nonverbal communication.....	157
6.7.2	Dress code .....	162
6.7.3	Business cards.....	164
6.7.4	Gifts .....	166
6.8	The expert's view: Interview with Daniel Frisch.....	170
6.9	Case Study: German manager meets Saudi Arabian chairman .....	172
<b>7</b>	<b>Leadership Across Cultures</b>	<b>175</b>
7.0	Statement of the problem.....	175
7.1	The foundation for leadership.....	176
7.2	Leadership styles .....	177
7.2.1	Authoritarian leadership .....	177
7.2.2	Paternalistic leadership .....	178
7.2.3	Participative leadership.....	178
7.2.4	Laissez-faire leadership .....	179
7.2.5	Transformational leadership .....	179
7.2.6	Charismatic leadership.....	179
7.2.7	Transactional leadership .....	180
7.2.8	Leadership styles in the international context.....	180
7.3	Four types of leaders.....	181
7.4	The Lewis Model.....	182
7.5	Leading across cultures: personality versus authenticity .....	184
7.6	Leadership affected by religion .....	185
7.6.1	Confucianism influencing leadership .....	185
7.6.2	Islam influencing leadership.....	187
7.6.3	Hinduism influencing leadership .....	190
7.7	The Intercultural Manager .....	191
7.8	The experts' view.....	195
7.8.1	Interview with Juergen Dlugi, CEO, Konecranes .....	195
7.8.2	Interview with Steffen Keil, Siemens Saudi Arabia .....	197
7.9	Case Study: International assignments .....	199
<b>8</b>	<b>Multicultural Teams</b>	<b>201</b>
8.0	Statement of the problem.....	201
8.1	The necessity of multicultural teams .....	201
8.2	Challenges for multicultural teams .....	202
8.3	The multicultural learning process .....	203
8.4	Multiculturality and group formation .....	204

8.5	Multicultural team effectiveness .....	207
8.5.1	Conflict as a chance .....	207
8.5.2	Team effectiveness and nationality .....	207
8.5.3	Team effectiveness and international work experience.....	208
8.5.4	Team effectiveness and language .....	208
8.5.5	Team effectiveness and international composition .....	210
8.5.6	Team effectiveness and the nature of the task.....	210
8.6	Tuckman's stages of group development .....	211
8.6.1	Forming.....	211
8.6.2	Storming .....	212
8.6.3	Norming.....	212
8.6.4	Performing .....	212
8.6.5	Adjourning.....	213
8.7	Multicultural team building .....	213
8.8	A study on multicultural teams: The OCCAR example .....	216
8.9	Questionnaire on cross-cultural teamwork (extract).....	218
8.10	Exercise: Cross-cultural team building scale .....	220
8.11	The experts' view.....	221
8.11.1	Interview with Jerry Holm, DB Schenker.....	221
8.11.2	Interview with Heidrun Buss, AHK Guangzhou.....	222
8.12	Role play: Multicultural team work.....	223
8.13	Case Study: Managing diversity at Luxury Island Resort.....	227
<b>9</b>	<b>Intercultural Preparation and Reintegration</b> .....	<b>229</b>
9.0	Statement of the problem.....	229
9.1	The role of expatriates .....	229
9.2	Intercultural learning and culture shock.....	230
9.2.1	Definition of culture shock .....	230
9.2.2	Culture shock models.....	231
9.2.3	Types of reaction to culture shock .....	233
9.2.4	Culture Shock: India .....	235
9.2.5	Culture Shock: Saudi Arabia.....	236
9.3	Failure of expatriation: costs & causes .....	237
9.4	The expatriation cycle.....	238
9.4.1	Aspects of a successful international assignments .....	239
9.4.2	Role of the family .....	239
9.4.3	Pre-departure preparation.....	243
9.4.4	Expatriate support .....	247
9.4.5	Training methods and their application in the training practice.....	253
9.5	Intercultural training institutions – A selection .....	254
9.5.1	Kwintessential.....	255

9.5.2	CDC – Carl Duisberg Centren .....	255
9.5.3	IFIM – Institute for Intercultural Management .....	255
9.5.4	IKUD – Institute for Intercultural Didactics .....	256
9.5.5	Further training institutes.....	256
9.6	Intercultural training at Robert Bosch India Limited .....	257
9.6.1	Global Corporate Etiquette .....	257
9.6.2	Intercultural Training: Country-specific .....	258
9.7	Surveys on intercultural preparation.....	259
9.7.1	Intercultural preparation in big companies .....	259
9.7.2	Intercultural preparation in SME .....	262
9.8	Reintegration .....	264
9.8.1	Definitions .....	264
9.8.2	The repatriation process.....	265
9.8.3	Major difficulties for employees.....	266
9.8.4	Personal and intercultural problems .....	269
9.8.5	Phases of reintegration.....	269
9.8.6	Theoretical reintegration model by Jassawalla, Connolly and Slojkowski.....	273
9.8.7	Consequences of insufficient reintegration.....	275
9.8.8	Repatriation planning.....	276
9.8.9	The employees' view on reintegration.....	280
9.8.10	Repatriation checklist .....	281
9.9	Role Play: Time for a coffee break .....	283
9.10	Case Study: Outsourcing Sends U.S. Firms to “Trainer” .....	284
<b>10</b>	<b>Three Global Intercultural Tests</b> .....	<b>287</b>
10.1	Siemens AG – Globality Check .....	287
10.1.1	Presentation .....	287
10.1.2	Feedback.....	287
10.1.3	Meetings .....	287
10.1.4	Negotiating .....	287
10.1.5	Socializing .....	287
10.1.6	International Projects.....	287
10.1.7	Delegation.....	288
10.1.8	Debriefing.....	288
10.2	An intercultural crossword puzzle .....	289
10.3	A test of global management skills .....	290
10.4	Solutions .....	295
10.4.1	Globality Check.....	295
10.4.2	Further solutions .....	298
10.4.3	Intercultural Exercise (p. 66): Instructions for the “Ulemans” .....	299