

# Scores of the countries on cultural dimensions business essay

[Business](#)



Ans) the title " an own goal' means that the goal or aim of the agent is to provide the best deal to his client and to try to get maximum of the negotiations. The goal here is the main and central idea of the case around which the entire case is revolving. The title is also showing that the agent has considered the goal of his client as his own goal to get the best deal. Moreover if the agent won't be able to get the good deal for his client than he might kick out the job and also the client won't be happy with him. This can cause mistrust among their relationship.

## **Q2. How would define the problem from your perspective?**

Ans ) the problem according to my perspective is that the person with which Mr. Wilhelm has to signed a deal for his client seems not very interested in this deal as firstly he makes Mr. Wilhelm wait a lot unnecessarily and then when he arrived he was talking about other things and was not in urgency to discuss the matter. Although when the discussion started Mr. Haider tries his deliberately or unintentionally to avoid discussing the financial matters of the deal and that's why the agent was worried that the financial matters and the salary of his client and also he didn't signed and provide the bank guarantee. Also the problem was that the confidential matters won't leak out as the sons of Mr. Haider were along them throughout the whole discussion so the agent was nervous about the fact that may be the boys give the personal and confidential information to press as the higher the number of the people the more the risk of leaking out of information. So these were the problems agent was worried about.

**Q3. What do you think has caused the so-called statement? Refer to the cultural values define in this chapter that had an impact on how the agent deals with Mr. Haider.**

Ans) the problem was that Mr. Haider was not ready in any case to discuss the financial matters of the deal and also was giving the bank guarantee to the agent about the salary of his client. this problem made the agent to seriously consider the matter and reach to a statement. since it was very important for the agent to get the deal signed by Mr. Haider by accepting maximum of his negotiations but also it was very necessary to talk to him in a very respectful manner as the agent can't afford to displease him as it will result in total rejection of the deal. Keeping in mind the time limit which is short to complete the discussion and fulfill the deal as the agent has to go to some other meeting after completing this his agenda was to come to the point as soon as possible and when Mr. Haider arrived in the drawing room the agent tried to start talking about the deal. When the discussion started the agent had to be competitive with Mr. Haider as he has to make his side of negotiations fulfilled so he must make him accept his points but keeping in mind not to lose the element of respect. Also the communication must be established and all the points that are necessary must be discussed not to forget any important matter. Moreover the agent had to keep in mind to give Mr. Haider space so that he do not get displeased with the agent so in order to peacefully accomplishing the meeting the agent completely has to give him space and do not keep pressing those topics on which Mr. Haider is not answering or about which he don't want to talk about. Also do not talk and cut his point when Mr. Haider is speaking as he can be displeased like this.

**Q4. How do you think Wilhem can rescue the deal?**

Ans) Wilhem can rescue the deal only in one condition that is if Mr. Haider and his sons agreed to give the bank guarantee and sign the amount they will give as salary to the Wilhem client. Also discussion of the financial matters is important before finalizing the deal which Mr. Haider is avoiding through the whole time either deliberately or unintentionally if he is doing it unintentionally then this is not a problem but if he is doing it deliberately then the finalizing of will be inappropriate because he might deceive the agent and indirectly to the agent's client. Also the agent must talk to and make meetings with other persons also who can give and seal a better deal for him rather than this and on the basis of that he should choose the appropriate person and rescue the deal. The deal should be finalized that will give maximum benefit to his client.

**Q5) how can Wilhelm best prepare for any future negotiations in the Middle East on the behalf of his clients?**

Ans) Wilhelm should prepare himself whenever he goes for any meetings to sign a deal and negotiate a deal for his client in future. He needs to first build up his confidence as becoming nervous can create problems and result in a bad deal. Moreover the agent needs to get the complete background information about the person with whom the deal is to be signed and if possible the agent must talk to his other clients and check their satisfaction level and if they are satisfied so the person will give any deception to his client also. Also the agent must prepare all the questions in advance which he needs to ask the person in meetings in order not to miss any important point that will cause problems later for him and for his client. Moreover the

agent needs to make the preparations in advance to do the meetings with the person in a place which is completely confidential and needs to understand that the meeting will be held only with the in complete secrecy as to avoid any leakages in future.

## **CASE 2**

### **Q1 a) SCORES OF THE COUNTRIES ON CULTURAL DIMENSIONS**

#### **Power Distance**

USA: 40 UK: 35 GERMANY: 35 JAPAN: 54

#### **MASCULINITY/FEMININITY**

USA: 62 UK: 66 GERMANY: 65 JAPAN: 95

#### **LONG TERM ORIENTATION**

USA: 29 UK: 25 GERMANY: 31 JAPAN: 80

### **Q1 b) how could these score differences affect the collaboration on the four cultures mentioned?**

Ans) the dimension of power distance explains that all individuals in a society are not equal and people in an organization that does not have much power usually accepts this fact. The power distance scores higher in Japan and lower in UK and Germany. In Japan it matters to people that on which position they are on and a complete hierarchical system has been established. Every decision has to pass through the hierarchy system causes delay. But a liberty has to be given to anybody to work hard and reach high positions. So collaboration among people is high. But in UK and Germany

there is no justice and liberty to all to go at high positions which shows a lack of coordination among the people in organizations. Moreover the dimension of masculinity/femininity Japan is on the extreme high position which shows that Japan is a highly masculine society in which the one who is the best will take all and the society is driven by extreme competition and only the winner is the best. This is the lesson children learn in schools. So in such a masculine society every body works to be the best man and compete so there is no collaboration among the people in organizations as everyone thinks in the best interest of himself. On the other hand USA scored more than 50 on this dimension which means it is also a masculine country, Furthermore the dimension of long term orientation USA scored lowest which means that society is moving towards fulfilling short-term goals rather than long term as in organizations only the people have to focus on what is to be done in the next six months which means they have to produce the results which are quick and efficient . according to this dimension there is no time to think about the cultural dimensions and people in organizations mostly go for work to fulfill the goal showing that collaboration is high.

## **Q2) to what extent can Hofstede's cultural dimensions explain such cultural gaps?**

Ans) Hofstede's cultural dimensions explain how in the same organization such as between the two departments and also within the same department cultural gaps exist. And all these cultural gaps are influenced by the cultural dimension of Hofstede's. According to the power distance dimension there is no equality among the members of the organization so injustice is to be done with the people of different cultures. Not everybody has provided with the

same opportunities to reach a higher position. This inequality causes wider cultural gaps as people will lack collaboration since those with less power will be separated from those with high power. Moreover, the dimension of masculinity/femininity means that in a highly masculine society, the one who is the best will take all and the society is driven by extreme competition and only the winner is the best. This is the lesson children learn in schools. So in such a masculine society, everybody works to be the best man and competes so there is no collaboration among the people in organizations as everyone thinks in the best interest of himself. Because of this, a wide cultural gap is created among the people in organization. Furthermore, the dimension of individualism shows that in the eyes of the organization, the careers and personality development of the individual is important, so by considering this, every person is only interested in the personal growth which makes competition in the organization intense and causes low levels of collaboration. Also, the cultural gaps are widened because of this factor.

### **CASE 3**

#### **Q1) what are some important cultural differences between the poles and the US expatriates?**

Ans) there are so many cultural differences between the poles and the US expatriates as the US expatriates are very direct, open and spontaneous. They give orders and talk to the point rather than moving around the topic and talk about extra things that are not important. Also, Americans when attend some meetings never go for the formalities such as asking about the personal questions or exchanging pleasantries. Americans never waste time in all this and try to come to the point as soon as possible. On the other

hand the Polish people consider it rude to be too direct. Polish people don't like to talk directly and they most often talk about other things than talking about the main thing. The US expatriates always have good faith in their people as they think that the employees will always work in the good interest of the organization and they like to develop a friendly atmosphere in the office in which every person will trust the other person. No conflicts regarding the work and personal interest will come between them when all the people will work for the same goal which is the best interest of the organization and getting the maximum productivity from the organization. But the Poles get very surprised regarding such issues of the organization and the attitude of US expatriates as how can they be so reluctant and psychologically trusted into each other. Moreover, in the US business environment age and seniority doesn't matter in regard to the promotion. They usually promote young people and sometimes young people are on the upper managerial positions and in contrast to them the older people will be subordinates but this is unacceptable to the Polish people as they think it is impossible for someone to get more expertise and knowledge than older ones so technically it is impossible. And also they don't like to have young people as their bosses.

**Q2) using Hofstede's and the 7d cultural dimensions models, explain some of the culture differences discussed in this case?**

Ans) The cultural conflicts between the Poles and the Americans are of so many types as they are two different nations so the cultural diversity is great. Firstly the issue is that the Polish people always wanted to become



managers as soon as possible without doing the basic tasks and rather than being a representative they directly wanted to be the managers as they don't want to do the effort to reach at such a position with their experience and knowledge but in opposite to them the US expatriates do not think that the direct hiring to the managerial positions will be effective as they said if the basic tasks won't be exposed to the employees how will they be able to manage them as managers. Moreover the in US business environment age and seniority doesn't matter in regard to the promotion. They usually promote young people and sometimes young people are on the upper managerial positions and in contrast to them the older people will be subordinates but this are unacceptable to the polish people as they think it is impossible for someone to get more expertise and knowledge than older ones so technically it is impossible. And also they don't like to have young people as their bosses. Furthermore the polish people very easily reveal their salaries to other employees in the office and they do not like the concept of hiding salaries from his employees. Also they have the curiosity to know what other people salaries are and if they are paying equal to the person who is on the same position but the US expatriates like to have the salaries confidential as it will create issues in the internal environment of the office and thus culture of office will be destroyed. Also in the polish culture the people put forward their own individual interests first over the interests of the company and if they are facing some problem they will like to solve it in the better interest of them but in the American culture a team work is established and people are hired even if they are more talented than the bosses because it will be in the benefit of the company. And all the US

expatriates not think about their personal interests rather they work for what is important for the organization and what gives benefit to them.

Furthermore the level of informality is more in US expatriates as they talk freely on the professional topics with their managers and other subordinates and a friendly and open culture is appreciated by the Americans but on the other hand Polish people don't like informal culture and they even don't like to discuss any of their issues with the managers easily. And rather than talk about the main thing they like to talk about other things.

### **Q3) what are some institutional explanations for how the Polish workers are reacting to US management style?**

Ans) The Polish workers are responding to US management style in a good manner as they think that the US expatriates are good bosses because they are honest and real. Also they provide a healthy environment to the people. Also they are tough and to the point. And also the Polish people admit that when they work for US people it is good for their career and development procedures. Because by working for US management they have got the opportunity to enhance their career and give them success. Also when the Polish people work in US companies they have the advantage of job security as they can never be kicked out of their jobs because of such reasons as bankrupts' or some kind of recession. The employees can be kicked out of their jobs because of the bad performance but it would be the fault of the employees not the company management. Moreover the US organizations are very efficient in their work that will be beneficial for all the members of the organization. Also the Polish workers are very happy with the fact that they got to learn the new things day by day which are adding to their skills

and knowledge. This learning is not happening only with the help of training through formal manners but also working as an employee will help them seek so many things. The Polish people like the fact that the individual person in the company has given so much importance and not just the organization is important but the careers and development of individuals is also important in US companies. Also the bases for promotions here are the good performance of the employees and their competence. Without fulfilling these criteria the employee cannot be promoted. But in the previous organizations of the Poles the promotion depended on the bases of the memberships in parties which are strong.

#### **Q4) how can the joint venture take advantage of the initial enthusiasm of the Polish managers to build a stronger organization?**

When a joint venture takes place between the organizations of US expatriates and Poles then in the start Polish workers are very thrilled to work for US Company as they are impressed by everything provided by the company to them and the setup they have put. But as the time passes the initial enthusiasm will start to diminish because the Polish workers understand the differences which occur in their culture to find out how inappropriate US organization is for them and they cannot set in such an environment. The US managers can take advantage of the initial enthusiasm of the Polish workers by building their trust on them as showing how beneficial we are for you. The work of Polish workers must be appreciated and promotions should be given on merit bases. Also they must be developed in teams to help them coordinate with other members of the organization and do not discriminate

them in any way. Moreover effective training must be given to them that will help them understand new procedures and enhance their skills. They will in return be happy about it as they got to learn new things every day which are beneficial for them. Furthermore the US managers must give importance to the individualism and provide importance to the individual personalities so that they can have the opportunity to build up their careers as well as working towards the goals of the company

**Q5) what cultural adaptations would you suggest to the US expatriate managers regarding their management styles?**

Ans) US expatriate managers are the best in handling their employees and they give them most appropriate and beneficial environment but some problems still arise when people of different cultures work under the same roof and managers have to consider the issue of cultural conflicts no matter what. Firstly the US expatriate managers in order to effectively manage their employees must adapt to the culture according to which the very direct issuance of orders must not be given to employees as they feel bad about it because according to them it is too direct so a little bit formalities and pleasantries must be established before coming to the point as this will make the other person more comfortable and getting to the point and discussing their issues and problems with the management would be easier for the employee than. Furthermore the Polish people very easily reveal their salaries to other employees in the office and they do not like the concept of hiding salaries from their employees. Also they have the curiosity to know what other people's salaries are and if they are paying equal to the person who is on the same position but the US expatriate managers like to have the salaries confidential as it will

create issues in the internal environment of the office and thus culture of office will be destroyed. Therefore the US expatriate must take this issue into consideration and adapt the culture in which telling each other about the salaries is not considered adverse. And salaries will be given according to the performance that must be understood by the employees. So they will not be disheartened that the person has a salary package that is higher than him.