



**MODULE:
CROSS CULTURAL AWARENESS**

**ASSIGNMENT TITLE:
FIND A MANAGER HERE**

DECEMBER 2009

Important Notes:

- ❖ Please refer to the Assignment Presentation Requirements for advice on how to set out your assignment. These can be found on the NCC Education *Campus*. Scroll down the left hand side of the screen until you reach Personal Support. Click on this, and then on Policies and Advice. You will find the Assignment Presentation Requirements under the Advice section.
- ❖ You must familiarise yourself with the NCC Education Academic Dishonesty and Plagiarism Policy and ensure that you acknowledge all the sources which you use in your work. The policy is available on *Campus*. Follow the instructions above, but click on Policies rather than Advice.
- ❖ You must complete the ‘**Statement and Confirmation of Own Work**’. The form is available on the Policies section of *Campus*. Scroll down the left hand side until you reach Personal Support. Click on this and then click on Policies and Advice.
- ❖ Please make a note of the recommended word count. You could lose marks if you write 10% more or less than this.
- ❖ You must submit a paper copy and digital copy (on disk or similarly acceptable medium). Media containing viruses, or media which cannot be run directly, will result in a fail grade being awarded for this module.
- ❖ All electronic media will be checked for plagiarism.

Marker's comments:

Moderator's comments:

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Introduction

This assignment is based on an organisational scenario for an established automobile rental company. There are various components to the scenario, and the tasks described below address these components. Your role and background are that of a generalist consultant who has been called in to provide observations and suggestions regarding the current situation. You will be providing advice to the managers of Find a Manager Here. Therefore, this assignment requires knowledge of:

- Cross cultural awareness as a discipline
- Organisational development as a process

Recruit Right and *Managerial Recruiters*, both successful recruitment agencies, are aiming to merge their businesses due to the current economic pressures. *Recruit Right* is located in San Francisco, USA while *Managerial Recruiters* is located in Nagasaki, Japan. *Recruit Right* has been servicing a wide range of job openings and requirements, though mostly aimed at managerial levels across a range of industries. *Managerial Recruiters* has been focusing its recruitment efforts entirely on managerial vacancies in Japan. Due to market pressures, both parties want to merge their operations, and then relocate to Frankfurt, Germany. Their reasons for wanting to relocate to Germany have to do with perceived favourableness of the European market in relation to employment openings and potential candidates, training programmes, and tax incentives, hopefully resulting in a competitive advantage. It will be a challenge, as both organisations have different corporate cultures that have been strongly influenced by their founders.

While there will be many benefits, the move will require a cultural merger along with the need for some redundancies. The new organisation will be called *Find a Manager Here (FMH)*. They will focus on managers across a range of industries. The perception is that the merger will be one of ‘two equal halves’ rather than one organisation being a dominant force. The current workforces of both organisations are surprised and anxious about the merger, as their jobs may be at risk.

It is now three months into the merger process, and a number of issues have come out. First, while the desire was to have a shared and equal culture, it seems that *Managerial Recruiters* is exerting more influence in the change process, and more of its home office staff are being retained and asked to make the move to Germany than has been the case for *Recruit Right* staff. These developments will influence who will be made redundant, and how the business will ultimately be run. In addition, for the three key managerial posts, it has been decided that two former Japanese and one former American manager will be retained, which could form the basis of power struggles.

In addition, the new *FMH* merger will need to set up business in an unfamiliar culture and language. It is well known that the American, Japanese, and German business systems have different approaches. In the HRM context, there is a need to recruit local staff for operational purposes as well as local knowledge.

Even though both organisations are agreed on the need to merge, there has been significant conflict and power struggles during the negotiation process, with the old *Managerial Recruiters* so far retaining more of its culture and power. The negotiations are now at a delicate stage, and need some insight into cross cultural issues in order to achieve a successful merger. The three managers of the new *FMH* need to learn to work together effectively, and have asked for your input into their discussions as you have a knowledge of different cultures and their practices.

Aim

The aim is for you to give your views on working in different cultures as a way to assist the merger of *FMH*. While the negotiations between the two original organisations have not gone as smoothly as would be desirable, both parties are still very committed to working together in their venture.

Task 1 – 16 Marks

It can be seen that there are differences between the two corporate cultures. Outside of the influence of national cultures on the two organisations, what are four reasons for corporate culture differences between *Recruit Right* and *Managerial Recruiters*?

Task 2 – 16 Marks

Geert Hofstede's study of the impact of culture differences on management found that power distance and uncertainty avoidance were two key determinants. He was able to 'map' cultures and organisations, which showed a set of country clusters. His research revealed that Germany, Japan, and the USA occupied different areas of this map, which has implications in terms of management for *FMH*. Taking this research into consideration, how might this research assist the three managers in understanding and managing cultural differences between the three countries more effectively?

Task 3 – 15 Marks

In the HRM context, recruiting and selecting local people for operational purposes and for their local knowledge of the market and German culture is considered to be a critical activity for *FMH*. In the selection process, what would be some of the key issues that need to be considered?

Also, how might the approach to selection relate to the German view of career progression?

Task 4 – 16 Marks

Both the American and Japanese managers are uncertain and anxious about working in Germany. What would be your advice to these managers about becoming an 'international manager' at the personal, professional, and organisational levels?

Task 5 – 16 Marks

There are three key strategies for managing cultural differences. What are these three strategies, and which one would you recommend to the *FMH* merger relocating to Germany?

Task 6 – 12 marks

It is known that during the merger process, negotiations have been difficult and at times characterised by conflict and power struggles. As the three managers do want to form an effective team, what would be three key recommendations you could make to *FMH* in reference to how the team is managed – often called process strategies? Provide a rationale with each recommendation.

Task 7 – 9 marks

Combine Tasks 1 to 6 in one report of approximately 5,000 words written to the three managers of *FMH* that are properly structured with:

- Title page
- Table of contents
- Body of report
- Appendices – containing any relevant supporting evidence
- Bibliography / references

Guidance

Consult with your tutor if you are uncertain about any aspect of the assignment.

You should ensure that you refer to the relevant module concepts and theories to demonstrate your understanding of the relationship between theory and practice.

Submission Requirements

You must submit one word-processed report from you to the managing partner in your country as indicated above in Task 7. Your report should answer Tasks 1 to 6 and should be **no more than 5000 words**. The assignment needs to be signed and dated by your tutor.

The report is to be submitted both in paper form and in digital form on a disk.

Warning: All media must be virus free!

Media containing viruses, or media which cannot be run directly, will result in a FAIL grade being awarded for this module.

**You must read and understand NCC Education's policy on 'Academic Dishonesty and Plagiarism'.
You must complete the 'Statement and Confirmation of Own Work' form and attach the completed form to
your assignment.**