

International Management and Culture

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Introduction

People from different nations have different cultural perceptions, as well people from different cultures vary in their behaviors. People see situations differently. For example, the Chinese view early arrival to meetings as admiral work ethic, while Africans do not worry that much about being on time as much as they consider attendance. This is just one example of how culture plays a significant role in how people perceive different issues. Cultural differences have to do with individuals, organizations, and nations. In addition, culture influences how managers negotiate and how they make decisions, and this influences dispute resolution capability. Other influential factors include culture being the determinant of an organization's success, which affects both political and economic issues.

Management and Culture

Culture plays a pivotal role in multinational company and business development, which includes the integration of personality, perception, and behavior diversity. In addition, culture influences the decision-making process, and takes both internal and external factors into account (Ferraro, 2002). The culture of international organizations, as well as their development, are influenced by national culture and diversity. Moreover, internal and external factors of culture work to influence how organizations make decisions, and culture also influences an organization's environment (Mead & Andrews, 2009).

Companies use backward linkage to raw materials by securing important raw material supplies as crucial inputs in the event of asset specificity or uncertainty. These companies deal with producing a variety of products, which allows them to spread to countries that have cheap

access to markets and raw materials. Headquarters of industries give rise to industries in various countries. It is necessary for them to understand existing culture, international structures, and the aspects of the environment in which they operate. This is because environmental factors have an effect on strategy development, which includes a nation's laws, economic profile, and market conditions. To streamline their strategies, managers usually collect information on environmental aspects for which they intend to operate (Miroshnik, 2001). Consequently, plans are implemented based on interpretations.

Cultural values influence staff behaviors and it is in the best interest of a company's management team to understand varied cultures, in order to make decisions that enhance growth in the industry. This has been instrumental in helping to integrate diverse cultures for industry success. However, it sometimes constricts the decision making process such that not all are satisfied with the decisions (Pitelis and Roger 2000). When growing multinational companies understand international and national environments, particularly regarding both internal and external factors, they adapt quickly. Additionally, these companies move personal capital abroad so that management diversifies exposure.

The spread of risk results in multinational companies having a tendency to grow more than national companies (Barnett, 1995). This helps companies avoid complete collapse in the event of being associated with risks. Another way to mitigate risk is for businesses and firms to spread assets around to various countries. A company's management understands and appreciates the importance of personal differences. This helps managers resolve problems within the company. Furthermore, multinational corporations often have broad capital bases, even more so than the gross domestic product of the countries in which they operate. Therefore, they create

a powerful effect on local economies. This results in tremendous responsibility via globalization and international relations.

Successfully managing diverse cultures is a characteristic of multinational corporations (Jagdish, 2004). Managing diverse cultures means managing such aspects as communication styles, hierarchies, change tolerance, group focus, and time orientation. In addition, technological advancement is an aspect of managing across cultures that has helped with efficient communication, advertising, and marketing. The growth of information technology over the years has helped companies achieve marketing success. Improved infrastructures in many countries have helped multinational enterprises grow, due to transportation and easy access.

Conclusion

Many cultural perceptions and behaviors can integrate into extremely effective enterprise workforces. However, one country's successful strategies may not work in another country. They are not universal, but they can be changed, as they are adaptable. Stiff competition between enterprises can be precipitated by market imperfections. Additionally, taxation also plays a significant role in the success of multinational enterprise growth.

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