

# What is Cross-Cultural Management?

## Worksheet

Cross-cultural management bridges cultural differences through awareness, adaptation and respect. Leaders must recognize that effective practices vary by culture (direct feedback in the US vs. indirect in Japan), and align HR, communication and strategy accordingly.

## Questions

1. A Chinese employee proposes an idea but stays quiet when feedback is requested. What's likely?
  - A) They dislike the idea
  - B) Collectivist culture: avoid standing out, value group consensus
  - C) They're not confident
  - D) They don't understand
2. Which culture has LOW power distance?
  - A) Japan
  - B) India
  - C) Denmark
  - D) Mexico
3. A Brazilian team member is 20 minutes late to a meeting. Appropriate response?
  - A) Fire them for disrespect
  - B) Understand that relationship-oriented cultures view time flexibly
  - C) Lock the door
  - D) Ignore it
4. How should a global leader resolve conflict between Indian and Dutch team members?
  - A) Public debate (Dutch direct style)
  - B) Private conversation with each, then joint discussion with respect for seniority
  - C) Impose decision
  - D) Ignore it
5. A US manager gives direct negative feedback to a Japanese team member in front of peers. What's the problem?
6. German firm restructures to flat hierarchy (no manager approval needed). Mexican employees resist. Why?
7. UK team schedules a video call with Indian colleague at 8 AM London time. Indian is offline. Issue?
8. Define: What is cross-cultural management?
9. Define: Power distance definition?
10. Define: Direct vs indirect communication?

## Answer Key

1. B) Collectivist culture: avoid standing out, value group consensus - In collectivist cultures, speaking up risks group harmony. Silence = politeness, not disagreement. Invite feedback privately.
2. C) Denmark - Denmark (Scandinavian culture) expects flat hierarchies, direct access to leaders, equal voice. Japan/India/Mexico have higher power distance.
3. B) Understand that relationship-oriented cultures view time flexibly - Relationship-oriented cultures (Brazil, Latin America) prioritize people over schedules. Late disrespect. Clarify norms; build trust first.
4. B) Private conversation with each, then joint discussion with respect for seniority - Dutch prefer directness; Indians value hierarchy and private resolution. Combine: private first (respect Indian), then direct discussion.
5. In US culture: direct feedback = respect, honesty, motivation to improve In Japanese culture: public criticism = shame, loss of face, damaged relationship Solution: give feedback privately, phrase as suggestion, use mediator (senior colleague), apologize if needed
6. Germany: low power distance = equal voice, direct decision-making Mexico: high power distance = respect for authority, need for guidance Solution: explain 'why' decisions are decentralized, train managers on delegation, gradual transition
7. 8 AM London = 1:30 PM India (mid-day, often in meetings) Collectivist culture: group schedules come first, individual flexibility lower Solution: rotate meeting times, check availability first, respect local business hours
8. Leading and coordinating diverse teams across different cultural values, communication styles, and decision norms.
9. How much employees accept unequal power distribution. High = respect hierarchy (Japan); Low = expect equality (Sweden).
10. Direct = explicit, blunt (USA, Germany); Indirect = implicit, polite (Japan, China). Each has pros/cons.

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