



SNS COLLEGE OF TECHNOLOGY

Coimbatore - 35

19BAE717 – Cross Cultural Management

**UNIT-IV COMMUNICATION AND
NEGOTIATION & DECISION MAKING**

**CROSS CULTURAL LEADERSHIP AND
DECISION MAKING**

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**Design
Thinking
Curriculum**

Redesigning Common Mind and
Business Towards Excellence



TODAY'S TOPIC:

CROSS CULTURAL LEADERSHIP AND DECISION MAKING





CROSS CULTURAL LEADERSHIP :

Understanding of how individuals of different cultures interact with each other is very important. Not all individuals can adapt to the leadership styles expected in a different culture whether that culture is organizational or national. In a fast-paced business environment, developing a richer understanding and sensitivity to other cultures is a skill that leaders must possess. Learn to be effective in a cross-cultural setting.



WHY WE NEED CROSS-CULTURAL LEADERSHIP?

As workforces become increasingly multicultural and businesses continue to expand overseas, the homogenous workforce has become a thing of the past. In such a global economy, cross-cultural leadership skills are critically important. Global markets are increasingly taking advantage of the strength and economic advantages of a diverse global workforce. Most of the companies operate on international projects with multi-cultural teams located in multiple countries. It is also common to find such projects led by Project Managers who come from many different countries that add diversity to the teams and creates a need for a greater amount of collaboration and need for leadership at multiple levels.

Today's international organizations require leaders who can adjust to different environments quickly and work with partners and employees of other cultures. As firms move from regional to trans-global enterprise models, leadership must provide the bridge between cultural diversity and business goals achievement. The ability of a leader to motivate diverse teams to manage change effectively is a critical issue in the international environment. It cannot be assumed that a manager who is successful in one country will be successful in another.



CROSS CULTURE DECISION-MAKING:

Cross-cultural variances developed as a result of differences in social orientation. Individuals from different cultures tend to have different views of the self, which affects individuals' cognition, goals in social interactions, and consequently influences their behavior and goals in decision making.



PROGRAMMED AND NON-PROGRAMMED DECISION MAKING:

The programmed decision-making process, which is by far the most commonly used in organizations, entails making decisions based on precedent, custom, policies and procedures, and training and development. An advantage of this approach is that the basis for a decision can be pretested for efficiency, which reduces risk and stress for decision makers (“I followed the procedures manual”, “I did it the way it is supposed to be done, or “I did it the way it has always been done”). A disadvantage of this approach is that when the organization’s environment changes, the programmed bases for decision making often become obsolete and ineffective, which can lead to decision-making ineffectiveness. Of course, some of the advantages and disadvantages are culturally determined. For example, people in some cultures do not like too much challenge; they prefer a structured environment that provides certainty and become frustrated in ambiguous, challenging situations. People in other cultures prefer challenge and become bored in an environment that provides too much structure.



CONTD:



The non-programmed decision-making process analyzing current data and information, obtained through a systematic investigation of the current environment, for the purpose of identifying and solving problem. Two approaches to this process are rational decision making and satisfying decision making.



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