



Leadership and Management

Skills for the Workplace

Module: Skills for the Workplace

Student Name:	Carol Vaughan-Roberts
Student Number:	1604568
Module No:	BMSK5005
Lecturers Name:	Dr. Mushfiqur Rahman
Module Title:	Workplace Culture and its impact on Organisational Efficiency

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed. Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

TABLE OF CONTENTS

MANAGEMENT AND THE ORGANISATIONS CULTURE.....	5
ABSTRACT.....	5
INTRODUCTION	5
CASE STUDY OF A BUSINESS MERGER BETWEEN CARPHONE WAREHOUSE AND BEST BUY	6
1 ORGANISATIONS CULTURE	6
1.1.1 Individualism Verses Collectivism.....	6
1.1.2 Power Distance	7
1.1.3 Masculinity Verse Femininity	7
1.1.4 Uncertainty Avoidance.....	7
1.1.5 Long Term Verses Short Term Orientation	7
1.1.6 Indulgence Verse Restraint	7
1.2 INTERNAL CULTURE	8
1.3 EXTERNAL CULTURE	9
2 ORGANISATION CULTURE WITHIN THE TWO BUSINESSES	9
3 MANAGEMENT THEORY'S	10
3.1 CHARLES HANDY MODEL OF ORGANIZATION CULTURE.....	10
3.2 EDGAR SCHEIN LAYER THEORY	11
3.3 MACRO AND MICRO LEVEL	11
3.4 MACRO LEVEL	12
3.5 MICRO LEVEL.....	12
4 THE SWOT ANALYSIS OF THE CHOSSEN ORGANISATION	13
THE PESTLE ANALYSIS.....	14
5 SUSTAINABILITY IN BUSINESS CULTURE IN AN ORGANISATION	16
6 THE CHANNELS OF COMMUNICATION OF BUSINESS CULTURE	16
6.1 INTERCULTURAL COMMUNICATION.....	17
6.2 WHAT ARE THE BARRIERS.....	17
6.2.1 BEHAVIOURAL DIFFERENCES.....	17

6.2.2	HOSTILE STEREOTYPES.....	18
6.2.3	LANGUAGE BARRIERS IN AN ORGANISATION.....	19
6.2.4	EMOTIONAL DISPLAYS.....	20
7	CONCLUSION AND RECOMMENDATIONS.....	20
	REFERENCES	21

MANAGEMENT AND THE ORGANISATIONS CULTURE

ABSTRACT

The aim of the report is to present and examine organisational culture and its importance in business. Understand the management roles, the characteristics and functions that help form the organisational culture. Examining the key forces which aids culture formation and the barriers that if unaware of, they can prevent the growth of an organisations cultural development. Based on the information gained understand the real cause of merger split between Carphone Warehouse and Best Buy.

INTRODUCTION

In this report an employee will give their view on a business merger between a mobile phone retail company and a consumer electrical retail giant company. Observing how the merger effected the culture of the business, the impacts on the staff's personal ethical standards and how this affected the relationships within the company and the changes it caused to the culture of the business. What the whole experience was like, at the time of the merger and during demerger. It is important to note that the person writing this report was an ex-employee of the Carphone Warehouse head office. Although the opinions may be different if reported from a Best Buy staff member's point of view, however, the aim of this report is to critically assess the culture and the broader environment of business and organisations.

The report will also look at organisational cultures how it relates and its effects on businesses. There are many factors that go towards creating an organisational culture which makes it very complex because the dynamics of the organisation is in a state of constant change. Culture is an important element to consider when going through major changes, like what is discussed in the case study, it generates new cultures and values. Progressing suitable measures to address culture issues in organisations in relation to increasing organisational potential and performance are tackled, management and leadership is vital for an effective cultural environment (O'Donnell & Boyle, 2008).

Hofstede research and his findings enabled us to look at the business culture from a global perspective and the leadership model by Handy 'Power, Task, Rule and Person' demonstrated how it will work from a management point of view. Also, will be looking from a contrary prospective at the Steinberge's four layers of organisational culture such as values, beliefs, behaviour and paradigm model.

Reviewing these theories helps to analyse the goings-on between the two businesses, their cultural difference and their leadership styles. This information can not only be used

for these two businesses, but it can also guide emerging businesses on what to look out for or those wishing to expand to other regions. Organizational culture represents the shared values, beliefs and principles of organizational representatives and is a creation of influences such as history, product, market, technology, strategy, type of employees, management style, and national culture; culture including the establishment's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits (Needle, 2004). Within the report the intention is to look into all of these aspects.

CASE STUDY OF A BUSINESS MERGER BETWEEN CARPHONE WAREHOUSE AND BEST BUY

In 2008 there was a merger between two companies: - Carphone Warehouse and Best Buy. Each wanting to expand into the others geographical region. The deal took two years to pan out, it was considered as high-risk as this was in a time of uncertainty within the retail sector. Best Buy, an American company stated they had a logical strategy to enter into the European market via Carphone Warehouse, which is a British company with branches in Europe and they would enter the American market via the Best Buy stores (Kennedy, 2008).

Five years later, the decision was taken to separate the businesses in order for them to focus on their own regions. This was very costly to Best Buy, but the decision was said to have been made in order to make the process of decision-making within the companies easier and simplify the ownership structure (News, 2013).

1 ORGANISATIONS CULTURE

To get a better understanding of international culture, Hofstede completed major research of hundred thousand IBM employees from around the world. He came up with six categories to define national cultures. This has helped understand the business cultures around the world.

1.1.1 Individualism Verses Collectivism

Simply put, some societies have a preference of working as an individual as opposed to group or teamwork. This can also have implications on how an employee is rewarded, as a team, rewarding through profit share or an individual bonus.

1.1.2 Power Distance

The culture of power distance is in the inequalities of power, the high-power cultures believe in a bureaucratic style of leadership. Low-power culture has a flatter management structure more emphasis on personal accountability and self-sufficiency.

1.1.3 Masculinity Verse Femininity

In the culture of masculinity decision-making works on being fact-based, an aggressive and hard edge style. Femininity is more about having a culture of consultation and inclusion.

1.1.4 Uncertainty Avoidance

The different attitudes to taking risks in business and the level of anxiety felt when in uncertain circumstances. In a low-level avoidance this culture is more willing to take a risk and embrace change. High-level avoidance prefers more data, clarity and structure before taking a risk.

1.1.5 Long Term Verses Short Term Orientation

Investments decisions that are made for an organisation would depend on different cultures, as they can plan their businesses based on either short-term one year to possibly three or long term being five to ten years' period.

1.1.6 Indulgence Verse Restraint

The cultural indulgence is about fun, gratification and ability to enjoy life. In contrast restraints are more to do with regulations a clampdown on indulgence and a strict social norm.

In the diagram below it shows the different nationalities have higher and lower preferences with each of the six national culture category definitions (Riley, 2016). Taking note of these differences could help businesses when deciding on whether to do business globally or merge with companies of different cultures.

Some Selected Hofstede Culture Indictors

	Power Distance	Individualism v Collectivism	Masculinity v Femininity	Uncertainty Avoidance	Long-term Orientation	Indulgence v Restraint
Australia	38	90	61	51	21	71
China	80	20	66	30	87	24
UK	35	89	66	35	51	69
India	77	48	56	40	51	26
South Korea	60	18	39	85	100	29
Singapore	74	20	48	8	72	46
U.S.A.	40	91	62	46	26	68

Source: The Hofstede Centre, 2016



1.2 INTERNAL CULTURE

The greatest analysis of what people will do, is what they are invigorated to do. Culture is strongly shaped by motivations. This could be recognition, monetary or non-monetary (Watkins, 2013).

Both companies are from countries with residence from all over the world so having mixed culture should be second nature. All staff have been trained to keep the company values at the forefront of their mind. The organisation recognising the importance of their staff did their best to accommodate different cultural backgrounds. They provided a prayer room, and in the time of religious events for example Ramadan they accommodated by allowing working flexitime, so the workers were not too fatigued. In the canteen they had different meals available for vegetarians and vegans, people with allergies, they also had days when they cooked Chinese, Caribbean or Asian meals. These are small ways that help integrate the cultures within the business and help employees interact and understand each other. There is a need to educate each other on cross-cultural awareness this way is easier to understand and not misinterpret the behaviours of others (Karthik, 2014).

1.3 EXTERNAL CULTURE

As with internal culture, external culture is grasped through learning about other values and beliefs. A common way to do this is via cultural metaphors. When using metaphors according to Ferraro & Briody (2017) Gannon proposes that the following three elements are needed.

1. Find a related practise(s) within the establishment.
2. Show how plan modification is applicable to the practice(s).
3. Ensure their backing and approval by including people in the procedure

'They can be used to uncover any cultural content from any given group' (Ferraro & Briody, 2017).

The culture in business can be an effective strategy that can be used, it can aid the way in which goals are achieved and even the way the business is run (Schein, 2016).

2 ORGANISATION CULTURE WITHIN THE TWO BUSINESSES

According to (Schein, 2016) 'understanding where culture comes from and how it evolved, by grasping something that is abstract that exists in a groups unconscious yet, has a powerful influence on the group's behaviour'.

Every business has its own culture and their own values and beliefs. This merger now introduced a cross-cultural management that everyone needed to embrace. To do this you need to look at each company's values and believes and find a common ground.

Although these two businesses are of countries that speak the same language they still do have cultural differences. Just talking from a business perspective Teva Serna (2017) notes differences should be paid attention to, to avoid any confusion or difficult circumstances. For example, the British when entering negotiations before starting will enter into small talk, where as Americans prefer to get straight down to business. Self promotion for the British other than when looking for a job is seen as bragging, Americans on the other hand see it as a requirement for development. Americans are straightforward and see no need to soften the blow or give indirect answers when they have information to deliver. The British tend to deliver news by expecting the receiver to read between the lines. This point may be more to do with the sizes of the countries rather than and the logistics; however, the British do a lot more research and analysis before entering into a business compared to Americans. The British like to socialise after work with their colleagues at the pub mainly on a Fridays. Americans tend to have community activities they attend, which means they don't have the time to socialise with their colleagues after work.

The following are the values of each businesses.

Carphone Warehouse (carphone, 1989) 1. Providing unbeatable customer service is at the heart of everything we do. 2. With us, it's all about finding you the best deal and the right combination of phone, tablet, network and tariff. 3. We also monitor Trust Pilot to make sure we're constantly improving to keep you, our customers, happy.

Best Buy (Farfan, 2018) 1. Unleash the Power of Our People 2. Learn from Challenge and Change 3. Show Respect, Humility, and Integrity 4. Have Fun While Being the Best.

It is important to note that Best Buy only recently published these values, and no one is sure for how long they have been in existence, they do not have a mission statement for the business (Farfan, 2018).

The hope with the merger, was to introduce Best Buy to the European market and both companies to develop wireless information provision, mobility, broadband and create significant new consumer and business opportunities (Best Buy, 2008).

Working for the company at the time appeared as though the company was following the values of Carphone Warehouse even though it seemed at the head office level Best Buy were in charge. Although the companies were merged, they seemed to be operating separately.

As far as the culture of the staff is concerned, Carphone has a high multicultural mix of staff from all over the world. Merging with an American company did not seem that would change the culture of the environment too much.

3 MANAGEMENT THEORY'S

Management plays a key part in forming the culture of an organisation, but it does not just happen it needs to be worked on. Just like all other parts of the business, it needs to be analysed and adapted to ensure efforts are put in the right place. Everyone in the business should play a part, as Greg Besner (2015) states 'for the people, by the people'.

3.1 CHARLES HANDY MODEL OF ORGANIZATION CULTURE

There are many ways of managing culture, Charles Handy has a model of four classes of culture; Power, Task, Rule and Person. Power is a culture of bureaucracy, the business is ruled by hierarchy of strong leaders, what management say goes, is not always the best way forward. Rule culture is still a hierarchy bureaucratic run model but there is more clarity as there are more levels of management as each employee has someone they would report to. It is a tall structure of management and therefore the decision-making can be painfully slow. Next in line is the task culture, which differs from Rule as it's more about teamwork. This is run by a task to task bases, so the team members can change according to the task as there is no one source of power. Once the team is the right mix

of people, they can really make a difference to the business. This is normally run under a matrix organisation. Finally, the Person culture, not so popular with businesses is based on the individuals who normally in places like firms for accountants or lawyers, these are rolls where people work as an individual but for some company, this is a Democratic leadership style and is best for this type of business (Naoum, 2001).

3.2 EDGAR SCHEIN LAYER THEORY

Edgar Schein has a view of four layers; organisational culture values, beliefs, behaviours and paradigm. It is an organisations unconscious view of itself and its environment, a basic shared beliefs and assumptions. Displayed in layers, the top layer, being values, is easily seen as it's the companies mission vision objectives and strategies which are normally available for all to see. The second layer is beliefs, which are also apparent from company declarations. Behaviours being the third level, it's to do with the structure of the business. The routines and how they operate on a day-to-day basis. The final layer, which is paradigm, is much harder to detect as it is unseen, a way of thinking, a set of common assumptions, which is found at the core of the businesses culture (CWMIFG, 2012). Every establishment needs to do things in their own way (Satell, 2016) for example the layout of the business, the uniform worn, certain task, procedures, job titles and so on.

Each organisation has a unique culture, all of its own a distinct identity. The culture of the business is influenced by beliefs, assumptions, perception, thoughts feelings and are learned Lustig & Koester (2013 p79-80). Culture can be formed when a group for example solves an external change which needs to be integrated to the business, they have a shared assumption, it works so well it is handed down to new associates as the way forward any time they face the same or similar issue (Schein, 2016). Organisation culture is learnt as it grows as you gain experience of work and move on overtime. Jim Collins and Jerry Porras wrote a book called *Built to Last* which found that the strongest factor behind the longevity of a great number of businesses was the culture of the business (Reingold & Underwood, 2011). The company environment is set by the structure of the business its mission statement, adaptability, involvement and consistency. Charles Handy simply says it is "The way we do things around here" (Handy, 2016). Zappos company founder Mr Tony Hsieh said "your culture is our brand" if you get the culture right everything else takes care of itself (Hsieh, 2010).

3.3 MACRO AND MICRO LEVEL

The difference between macro and micro levels when analysing the international market is that macro level is to do with law and economic institutions, things to consider geographically, language, religion. Whereas microlevel is more to do with lifestyle, attitudes, behaviours which are more cultural elements (Mooij, 2004).

To command and guide organisational character, organisational culture is thought to be one of the key components. The effect on micro empowerment and job satisfaction is linked to organisational culture impact on qualities such as macro empowerment. Study results imply that it is essential to organisational success as it is gained by the acknowledgment of organisational culture (Bailey, 2009).

3.4 MACRO LEVEL

When it comes to Macro level and organisations, we look at the social structure processes and problems of the business from the top down and then can go down which step going to a smaller level. In an organisation for example, in our case study a look at the overall business model in each region they intend to enter, other similar business and their sale rates, what training maybe needed and if there are different methods of sales used of a particular culture. This would enable them to adjust to suit the needs of the region they enter.

3.5 MICRO LEVEL

When looking at Micro level, it's more on a small-scale individual, face-to-face interaction. A visit to stores, spending time talking to staff individually, then check out the daily routine of the staff and that of the customers.

Once the information is gained form at macro and micro level, information is then combined to give complete understanding of the different business habits in both cultures.

The two companies needed to find a way to work together, as they had very different management styles. The Carphone Warehouse, typically had a store with one manager and up to four sales staff, who are paid via a small basic with a sales commission; and are open seven days a week working up to 80 hours. The shops are not too big about 600 square feet. They give advice on the workings of the mobile phones the best tariffs for customers and have a one-to-one relationship with their customers. (UKEssays, 2013)

Best Buy have big box stores, employing up to 150 staff, stores are around 30,000 square feet and the goods are all on display like a grocery store, the customer pick what they want and pay for it at the till, there is very little customer interaction. (UKEssays, 2013)

At Carphone Warehouse, the stores are managed on a hierarchy system, store does which is the sales staff, manager they report to the area manager who in turn reports to the district manager, and all their stores have the same set-up. They have a flat organisation where staffs have an open line of communication, employees have access to information, they can collaborate with each other and management are there to support rather than enforce work. (Morgan, 2015)

Best Buy has a similar setup, however with store models running more like a grocery store their pyramid is slightly different. There would be several department managers, then the store manager, area manager and so on. Although they run on a hierarchy system, it is much more of a hierarchical organisation. Their concentration is more about keeping the shelves filled. They may have one or two specialised staff but, overall, they have a clear chain of command with clear guidelines on their position. (Johnson, 2018)



Figure 2 pyramid organisation diagram sourced from (inqubex.com, n.d.)

The idea is to form a transatlantic relationship between the two companies in a time of economic recession, was a brave move by both company's.

To make it work, they kept their own management styles by leaving the stand-alone stores, as they were and incorporating Carphone departments within the Best Buy store.

At the head office staff were divided to work for either Carphone or Best Buy and ran on a Human Relations Management Theory style. Other than the staff division as to which part of the business staff were working for, there were no other changes. Andrew Harrison states *"the company recognises that well-trained managers equal happy teams and has gone beyond expectations to ensure good communication and supportive leadership"*. (Company, 2011). The two companies seem to be making it work but soon cracks appeared.

4 THE SWOT ANALYSIS OF THE CHOSEN ORGANISATION

Every business has challenges, it is important to recognise the strengths and weaknesses, run with the strengths and opportunities then work on removing or at least improving on weaknesses and threats. To build the business, it is also paramount to keep an eye on new business opportunities, while being aware of threats that can affect the business. Below is the swot for Carphone and Best Buy.

Strengths	Weakness
Well Known brand	Long phone contracts reduce connection
Has a good image	Pay as you go not good for the business
Has an extensive presence	High staff turn over
Good reputation	Weak customer service
Great purchasing power	Falling financial performance
Customer loyalty	Services that meet customer's needs
Customer loyalty	vendors
Loyalty programme	Poor inventory management
Has an extensive presence	Senior management staff turn over
Europe's largest provider of mobile phones	
Europe largest provider of mobile phones	
Services that meet customer's needs	
Opportunities	Threats
Online Market	International competitors
Provide new services	Bad economy
Emerging Markets	Mature markets
New Products	Political Risk
International Expansion	Availability of substitute products
Exclusive Brands and products	Competition from online competitors'
Provide new services	Bad economy
E-fairness law – level the play field	Price match programmes reduce margins

The reasoning for doing a SWOT analysis is to look at what areas needed working on and what to look out for. Another useful exercise is a PESTAL analysis; using the information from these processes can help in deciding what way to progress a business. (Woodruff, 2018).

THE PESTLE ANALYSIS

According to Frue (2017) and UK Essays (2013) the PESTAL for the merged companies are: -

Political

- Communication regulations may have a small impact but nothing significant.
- Foreign trade regulations as they are moving into different countries this can affect them.
- Increasing and decreasing taxes as well as the different tax regulations for each country they decide to do business in.
- Environmental and consumer-protection legislation.

Economic

- The economic environment affects all retail companies. A mobile phone and other electrical goods are considered luxury items, and at difficult times this would mean sales are lower.
- People tend to wait for sales to buy electrical goods, which makes the business almost seasonal.
- Impact of globalisation
- Current and projected economic growth, inflation and interest rates

Social

- A presence on social networks, promoting products and supporting customers.
- They often price match, which helps keep price-conscious consumers.
- They have a Geek Squad, who do home visits or can be visited, who are dedicated to fixing electronics, specifically computers, and laptops.
- They also have connections to the community by supporting charities.

Technology

- Technology is always developing the most up-to-date phones and electrical goods are available in the stores.
- Orders can be placed online 24 hours a day.
- Improved technology allowed employees working remotely, which means a decrease in communication costs.
- Development and Research activity

Legal

- The companies need to make sure they are meeting liability, labour laws, warranties and environmental laws.
- Export and import restrictions.
- Taxes and customs imposed on consumed goods may influence demand.
- Country tax code (may be different in every country served by business).

Environmental

- Companies need to be aware of sustainability and the part they play in helping provide for it.
- They have services to help provide the recycling of old phones and electrical goods.
- Availability of certain renewable goods.
- Workplace efficiency

5 SUSTAINABILITY IN BUSINESS CULTURE IN AN ORGANISATION

In today's world there is a need to be more aware of how to make our businesses sustainable. Phillip Barlag (2013) suggest that the best way to make your company sustainable is to create a culture of sustainability within your business. According to FairRidge Group (2009) to create a sustainable culture it must have a foundation to be built on. If it is incorporated into the business plan with a clear vision, allow it to grow through the business, with acknowledgement program and backing that would strengthen sustainability activities.

The Best Buy Carphone organisation, try to encourage the employees to reduce printing and monitor the usage of the printers per employee. If the usage is too high the employee is pulled aside and asked the reasoning for the extreme usage, if not justified their department is charged for the printing. The cartridges for the printing are recycled, and the company stationery is available from a centralised point at head office. They are many departments all ordering stationary. There was high wastage, for example five departments needed flipchart paper they all placed an order, each pack has five pads, they use the one put the other four aside it gets ruined when they need a new one they reorder. With the stationary been centralised order for flipchart paper can serve five departments with no wastage, this was the same for many other items. It saved the company money as well as creating a sustainable environment. The in-house canteen serviced by Harrison catering was chosen partly because of their choice of healthy foods and plans to source sustainable food and recyclable packaging (Harrington, 2015).

The way in which meetings are held has changed as well, where possible videoconference meetings are held, as opposed to travelling to distant places. This has saved both time and money and more importantly the Co2 levels have greatly been reduced.

6 THE CHANNELS OF COMMUNICATION OF BUSINESS CULTURE

The world has become a smaller place. Technology has made it easier to communicate, conference calls can be conducted as if you're in the same room. You can train thousands of people in different location via webinars. Taking time differences into account, you can still pick up a phone and call someone on the other side of the world. Mail can take days to arrive but emails a few seconds, most are a telephone call away, but sometimes it is just good to have face-to-face conversation.

All the above is uncomplicated and can be easy to achieve however, people of different origins and of differing cultures have different way in communicating which can be a

challenge. Where there's a language barrier and cultural barriers they need to be managed correctly. There is a need to be open-minded and learn more about different cultures.

6.1 INTERCULTURAL COMMUNICATION

The need to get intercultural communication right, unintentionally offending someone by getting it wrong can be as severe as causing end a to a business deal. Therefore, it is essential to get things like marketing and advertising right. Money can be lost, a business colleague offended, or a company collapse because the time was not taken to translate the communication correctly (Fenell, 2017). HSBC got it wrong with their 'assuming nothing' in a private banking campaign, which in some countries once translated meant 'do nothing' this costed the company \$10 million to change.

The Best Buy brand in America is well known, but the British consumers thought the store was a discount grocery store. When choosing to advertise using American actors didn't help engage the British audiences, comments on you tube was 'why is it so American'? (Garside, 2011).

Cultural Differences When Communicating



Picture sourced from (Hoady, n.d.)

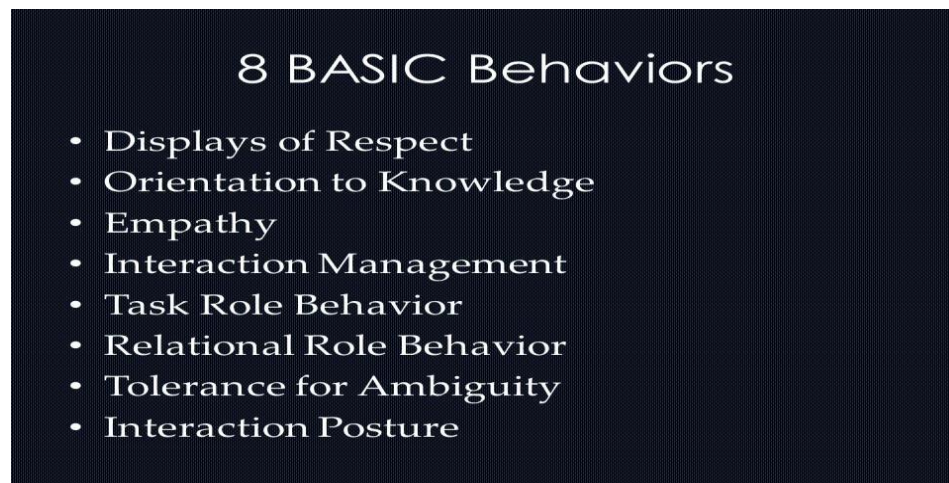
6.2 WHAT ARE THE BARRIERS

Vivian Giang (2012) reports in a business research by the Economist magazine have found more than half of the interviewed senior executive stated that deals had been discontinued due to confusions with communication; and 64 percent of the 572 executives said poor communications interfered with the plans to develop internationally.

6.2.1 BEHAVIOURAL DIFFERENCES

Communicating non-verbally is usually done via behaviour, this starts with beliefs what an individual feel to be true, this feeds values which are things that are important to an

individual, this then forms the attitude how situations are approached and the way a person treat others, which forms the beliefs that governs the way an individual acts (AlexanderGrob, 1995). It felt like the Best Buy staffs were treated in a superior manner, even the Carphone staff that transferred over to Best Buy acted differently. For example, when asking for something to be done it came across, as more of a demand rather than a request, their body language was different the office-working environment changed.



Picture sourced from (www.newmaneducation.com, 2017)

Behavioural Assessment Scale for Intercultural Competence (BASIC) is a skill to be used to understand people's communication behaviours. Once the eight steps are followed it stops internalised attitudes and predictions. These actions once followed makes a person interculturally competent (Lustig & Koester, 2013).

6.2.2 HOSTILE STEREOTYPES

According to Zaidman (2000) who found there to be three common elements in pigeonholing, sociability, trust and the method of diplomacy. They all based on what someone may have heard, a belief in a certain type of individual general information put together that seem to make sense. One part of a behaviour may be seen and then is taken as a confirmation of the perceived behaviour (Miladinovic, 2014).

Often if you investigate an assumption there is some truth that has been exaggerated or changed to suit the belief. For example, Japanese believe that Germans are rude however the truth is they are very direct. Understanding why they are direct would help defuse the feeling of offensiveness and give more understanding to the cross in cultures (Gates, 2017).

The stereotype of Americans being loud arrogant and entitled (Abadi, 2018) was being felt by the Carphone staff. As the Best Buy staff found it hard to adapt to the Carphone way. This is part of way the companies never really jelled and ran like two companies sharing a space, only coming together if absolutely necessary.

Directions: Use the criteria below to think through what you want to achieve with your target audience (and where they naturally go for information) and choose a channel that is most suited. You may well end up using multiple channels.

Critical Question: How does my target audience consume information?

Channel Type	Example	Good For	Pros	Cons
Central communications (one to many)	• Press release • E-mail • Memo • Intranet post	• Update/inform a large group about a issues of 'big' concern/initiative	• Scalable • Reach multiple stakeholders	• Difficult to gauge impact • Limited opportunity to clarify
Leader Presentation (one to many)	• Media interview • Press conference • Town halls • CEO video/blogs	• Motivating and energizing audience • Important announcements	• Good way to address issues • Highly credible source	• One-way communication • Audience often intimidated to ask questions
Manager cascade (one to few)	• Communication in team meetings • E-Mails	• Inform/update on team specific and/or sensitive matters	• Trusted source • Personal	• Messages often fail to get through • Manager not familiar/ bought-in
Manager dialogue (interactive)	• Group discussion • Manager 1x1	• Problem solving/ gain feedback • Translating strategy into action	• Helps resolve issues • Drives behavioral changes	• Time intensive • High variability in manager communication skill
Mobile and Social Media Updates (one to many)	• Company blogs • Intranet • Twitter account • SMS/Mobile • Company Facebook	• Time-sensitive information updates/alerts • Humanizing the company	• Ease of access to information • Tracking sentiment	• If not done correctly company can be seen as "phony"
Social Media Participation (Interactive)	• Discussion Forums • Blogs • Twitter • YouTube	• Sharing viewpoints • Engaging in debates • Creating a dialogue	• Builds engagement • Gives a human face to the company	• Low degree of control on communication • Rejection of corporate agendas
Enabling Advocates (many to many)	• Employees • Suppliers • Customers	• Reputation management • Reaching out to skeptical audiences • Spread the message as a viral	• Trusted sources • High resonance • High "stickiness"	• Ability to find suitable advocates • Time-intensive

Chart 1: Channel selection guide Source: CEB analysis courtesy of (Hadjistoyanova, 2016).

6.2.3 LANGUAGE BARRIERS IN AN ORGANISATION

Language being the first barrier, having an interpreter seems to be the best way forward however the use of sayings and technical terms can still be misinterpreted if there is no translation for certain words or the interpreter doesn't understand the jargon. Example the

early bird catches the worm means the person who takes the earliest opportunity gains, if you don't know the terminology this could be confusing.

Brandi Gratis (2016) recommends using plain language, have a reliable translator, use an interpreter, provide classes for employees, make use of visual methods of communication, use repetition and be respectful.

As this merger was between two English-speaking companies languages was not one of the barriers they faced.

6.2.4 EMOTIONAL DISPLAYS

Emotions can get the best of us, management of emotional intelligence should be used. To use this skill, one has to take control of their emotions, harness them and apply them to task (psychologytoday.com, 2017). To communicate effectively it helps to understand one's own emotions (Gratis, 2017).

Within the head office there was an emotional affect. Although the merger was announced as a fifty-fifty merger, but to the Carphone staff it felt like a takeover. In an interview the CEO of Best Buy UK said, "we need to raise the bar " be better trained, have better equipped team members". They'll also need to be able to speak knowledgeably about the tech that they're selling". (Robertson, 2012). The staff working for the business felt put down, their spirits were low, it was not a good impact for staff morale.

7 CONCLUSION AND RECOMMENDATIONS

This report has looked at organisational culture from a global to an organisational level. Looking at all the angles that can be approached to achieve a great culture within an organisation. There are various barriers that exist when dealing with cross cultures, and they all should be analysed and then tested for the environment the organisation is working in. Finding the correct methods of overcoming the relevant barriers is also a key element to having a great cross culture setting. Ensuring that things like cross culture communication is managed well, so any message sent out be it an advertisement, marketing materials or a key point in a negotiation needs to be clear for the group or region it is aimed at and checked that it is understood. Making sure beforehand, there is no way for it to be lost in translation.

The key is to do the research and action in all areas. For Carphone and Best Buy, they missed important steps and information, for example, if they had performed a macro and micro levels analysis they would have picked up on what Oriel Securities analyst did, they said: "The market for electricals is too small in the UK for three major retailers (Garside, 2011). Knowing the market and making sure the business is compatible is important, as the implications of not doing so, can as it did in this case, end a business relationship, Carphone Warehouse and Best Buy to save their own businesses had to part ways.

REFERENCES

Abadi, M., 2018. *After traveling to 24 countries, I found people all around the world have the same 5 mistaken ideas about Americans*. [Online]
Available at: <http://uk.businessinsider.com/american-stereotypes-travelers-hear-abroad-2018-1/#all-americans-are-rich-1>
[Accessed 7th May 2018].

AlexanderGrob, 1995. A structural model of environmental attitudes and behaviour. *Journal of Environmental Psychology*, 15(3), pp. 209 -220.

Ali, M., 2015. *Impact of culture on international Business*. [Online]
Available at: <https://www.linkedin.com/pulse/impact-culture-international-business-ali-muhammad-mba-acca-uk->
[Accessed 7th May 2018].

Anon., n.d. [Online].

Bailey, T. L., 2009. *Organizational Culture, Macro and Micro Empowerment Dimensions, and Job Satisfaction: An Application of Concurrent Mixed and Multi-Level Methods in the Federal Sector*. Florida: Dissertation.com.

Barlag, P., 2013. *5 Ways To Create A Culture Of Sustainability In Any Company*. [Online]
Available at: <https://www.fastcompany.com/3020115/5-ways-to-create-a-culture-of-sustainability-in-any-company>
[Accessed 29th April 2018].

Besner, G., 2015. *Why We Should be Focusing on Culture Management*. [Online]
Available at: <https://www.entrepreneur.com/article/248262>
[Accessed 2018 May 2018].

Best Buy, C. W., 2008. *For immediate release*. [Online]
Available at:
https://www.sec.gov/Archives/edgar/data/764478/000110465908031005/a08-13880_1ex99d1.htm
[Accessed 29th April 2018].

Bush, T., 2016. *PESTLE Analysis: Environmental Factors Affecting Business*. [Online]
Available at: <http://pestleanalysis.com/environmental-factors-affecting-business/>
[Accessed 7th May 2018].

carphone, 1989. *Our values*. [Online]
Available at: <https://www.carphonewarehouse.com/about.html>
[Accessed 28th April 2018].

Chad Brooks, 2013. *Lost in Translation: 8 International Marketing Fails*. [Online]
Available at: <https://www.businessnewsdaily.com/5241-international-marketing-fails.html>
[Accessed 30th April 2018].

Company, B., 2011. *About The Carphone Warehouse & Best Buy UK*. [Online]
Available at: <https://www.b.co.uk/company-profile/?the-carphone-warehouse-&-best-buy-uk-47480>
[Accessed 28th April 2018].

CWMIFG, 2012. *What is the Cultural Web?*. [Online]
Available at: <http://www.innovationforgrowth.co.uk/Blog/what-is-the-cultural-web/>
[Accessed 6th May 2018].

Farfan, B., 2018. *Best Buy Mission Statement, Company Vision, and Values*. [Online]
Available at: <https://www.thebalancesmb.com/best-buy-mission-statement-2891824>
[Accessed 28th April 2018].

Fenell, Z., 2017. *Importance of Intercultural Communication in Business*. [Online]
Available at: <https://bizfluent.com/facts-6933179-importance-intercultural-communication-business.html>
[Accessed 30th April 2018].

Ferraro, G. P. & Briody, E. K., 2017. *The Cultural Dimension of Global Business*. In: *The Cultural Dimension of Global Business 8th edition*. Eighth ed. New York: Routledge.

Frue, K., 2017. *PESTLE Analysis of Best Buy*. [Online]
Available at: <http://pestleanalysis.com/pestle-analysis-of-best-buy/>
[Accessed 29th April 2018].

Garside, J., 2011. *Best Buy: five reasons Carphone had to hang up*. [Online]
Available at: <https://www.theguardian.com/business/2011/nov/07/best-buy-uk-five-reasons-it-failed>
[Accessed 7th May 2018].

Gates, M., 2017. *Cultural Stereotyping*. [Online]
Available at: <https://www.crossculture.com/uncategorized/cultural-stereotyping/>
[Accessed 30th April 2018].

Giang, V., 2012. *The Reason So Many Business Deals Go Wrong In China*. [Online]
Available at: <http://www.businessinsider.com/language-barriers-are-costing-companies-tons-of-money-2012-5?IR=T>
[Accessed 30th April 2018].

Gratis, B., 2016. *Overcoming language barriers to communication*. [Online]
Available at: <https://www.typpetalk.com/blog/overcoming-language-barriers-communication/>
[Accessed 2nd May 2018].

Gratis, B., 2017. *Overcoming emotional barriers to communication*. [Online]
Available at: <https://www.typetalk.com/blog/overcoming-emotional-barriers-to-communication/>
[Accessed 2nd May 2018].

Group, F., 2009. *Building an Organizational Culture of Sustainability: Employee Engagement*. [Online]
Available at: <https://www.triplepundit.com/2009/09/building-an-organizational-culture-of-sustainability-employee-engagement/>
[Accessed 24th April 2018].

Hadjistoyanova, I., 2016. *Choosing the Right Communication Channel*. [Online]
Available at: <https://www.cebglobal.com/blogs/corporate-communications-four-steps-to-choosing-the-right-communication-channel/>
[Accessed 30th April 2018].

Handy, C., 2016. *CIMA E2: Company Culture*. [Online]
Available at: <https://thecimastudent.com/tag/charles-handy/>
[Accessed 6th May 2018].

Harrington, 2015. *HARRISON PLEDGES SUSTAINABLE FISH FOR THE FUTURE*. [Online]
Available at: <http://www.harrisoncatering.co.uk/our-news/harrison-pledges-sustainable-fish-future>
[Accessed 29th April 2018].

Hoady, J., n.d. *Cross Culture Coaching*. [Online]
Available at: <https://www.pinterest.com/pin/217439488242310934/>
[Accessed 29th April 2018].

Hsieh, T., 2010. *Your Culture Is Your Brand*. [Online]
Available at: https://www.huffingtonpost.com/tony-hsieh/zappos-founder-tony-hsieh_1_b_783333.html
[Accessed 6th May 2018].

inquubex.com, n.d. *AN EMERGING E-LEARNING COMPANY PLANS ITS ORGANIZATION STRUCTURE FOR THE FUTURE*. [Online]
Available at: http://www.inquubex.com/wp-content/uploads/2013/09/Image_org_structure-pyramid.jpg
[Accessed 28th April 2018].

Johnson, S., 2018. *What Are the Advantages & Disadvantages of Hierarchical Structure?*. [Online]
Available at: <http://smallbusiness.chron.com/advantages-disadvantages-hierarchical-structure-66002.html>
[Accessed 28th April 2018].

Karthik, K., 2014. Consequence of Cross Cultural Misunderstanding – A Shipboard Perspective. *Indian Journal of Science and Technology*, Volume 7, pp. 6 - 9.

Kennedy, S., 2008. *Market Watch - Best Buy, Carphone Warehouse in \$2.1 bln deal*. [Online]

Available at: <https://www.marketwatch.com/story/best-buy-carphone-warehouse-ink-21-bln-europe-venture>

[Accessed 28th April 2018].

Lustig, M. W. & Koester, J., 2013. Basic tools to improving intercultural competence. In: K. Bowers, ed. *Intercultural Competence interpersonal communication across cultures seventh edition*. Boston: Person, pp. 67 - 76.

Miladinovic, M., 2014. *Overcoming Obstacles in Intercultural Communication*. [Online]

Available at: <https://woca.afs.org/afs-announcements/b/ici-blog/posts/overcoming-obstacles-in-intercultural-communication>

[Accessed 30th April 2018].

Mooij, M. d., 2004. *Consumer Behavior and Culture: Consequences for Global Marketing and Advertising*. London, New Delhi: Sage.

Morgan, J., 2015. *The 5 Types Of Organizational Structures: Part 2, 'Flatter' Organizations*. [Online]

Available at: <https://www.forbes.com/sites/jacobmorgan/2015/07/08/the-5-types-of-organizational-structures-part-2-flatter-organizations/#72e7a22d6dac>

[Accessed 28th April 2018].

Naoum, S., 2001. The Harrison / Handy Culture Types. In: *People and Organizational Management in Construction*. London: Thomas Telford, pp. 165 - 168.

Needle, D., 2004. *Business in Context: An Introduction to Business and Its Environment*. 5th ed. Singapore: Thomas Rennie.

News, B., 2013. *BBC News - Carphone Warehouse buys Best Buy out of joint venture*. [Online]

Available at: <http://www.bbc.co.uk/news/business-22353731>

[Accessed 28th April 2018].

O'Donnell, O. & Boyle, R., 2008. *Understanding and Managing*. [Online]

Available at:

https://www.ipa.ie/fileUpload/Documents/CPMR_DP_40_Understanding_Managing_Org_Culture.pdf

[Accessed 7th May 2018].

psychologytoday.com, 2017. *What Is Emotional Intelligence?*. [Online]

Available at: <https://www.psychologytoday.com/gb/basics/emotional-intelligence>

[Accessed 2nd May 2018].

Reingold, J. & Underwood, R., 2011. *Was "Built To Last" Built To Last?*. [Online]
Available at: <https://www.fastcompany.com/50992/was-built-last-built-last>
[Accessed 6th May 2018].

Riley, J., 2016. *Hofstede's National Cultures*. [Online]
Available at: <https://www.tutor2u.net/business/reference/hofstedes-national-cultures>
[Accessed 7th May 2018].

Robertson, A., 2012. *Best Buy CEO admits serious flaws, promises employees will 'speak with authority about technology*. [Online]
Available at: <https://www.theverge.com/2012/5/23/3039374/best-buy-ceo-mike-mikan-company-comments>
[Accessed 7th May 2018].

Satell, G., 2016. *6 Things Great Innovators Do Differently*. [Online]
Available at: <https://www.forbes.com/sites/greggsatell/2016/09/16/6-things-every-organization-needs-to-innovate/#283bc73213c0>
[Accessed 6th May 2018].

Schein, E. H., 2004. culture formally defined. In: *organisational culture and leadership third edition*. San Francisco: Jossey Bass A Wiley Imprint, p. 17.

Schein, E. H., 2016. Culture Formally Defined. In: *Organizational Culture and Leadership*. 5th ed. New Jersey: John Wiley & Sons, p. 17.

Serna, T., 2017. *American Vs British Business Culture*. [Online]
Available at: <https://www.cactuslanguagetraining.com/doing-business-in-the-uk-or-the-us/>
[Accessed 29th April 2018].

UKEssays, 2013. *Management and Leadership: Carphone Warehouse*. [Online]
Available at: <https://www.ukessays.com/services/example-essays/management/management-and-leadership-carphone-warehouse.php>
[Accessed 28th April 2018].

Unlimited, T. F. o. W., 2012. *It's About Time*. [Online]
Available at: <https://thefutureofwork.net/feature-article-october-2012-its-about-time/>
[Accessed 2018 April 2018].

Watkins, M. D., 2013. *What Is Organizational Culture? And Why Should We Care?*. [Online]
Available at: <https://hbr.org/2013/05/what-is-organizational-culture>
[Accessed 7th May 2018].

Woodruff, J., 2018. *Chron - Reason to Use SWOT & PESTLE Analysis*. [Online]
Available at: <http://smallbusiness.chron.com/reason-use-swot-pestle-analysis-40810.html>
[Accessed 29th April 2018].

www.newmaneducation.com, 2017. *Intercultural Communication Competence*. [Online] Available at: http://www.doctopdf.io/View-PDF/?geo=uk&lp=default&utm_medium=cpc&utm_source=adwords&utm_campaign=1356241085&utm_content=60042009531&utm_term=&cid=264664203023&pl=slideplayer.com&gclid=EAlaIQobChMIjPi-5I_m2qIV154bCh0fogZOEAEYASAAEglJIfD_BwE [Accessed 2nd May 2018].

Zaidman, N., 2000. Stereotypes of International Managers Content and Impact on Business Interactions. *Sage Journal*, 25(1), pp. 45 - 46.