

LEVEL 7 ASSESSMENT SPECIFICATION

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Module:	Advancing to Doctoral Research Stage		
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Lecturer:	Prof Peter Fong	Internal Verifier:	Dr Andrew Chan
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Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Work which is submitted up to 1 week late will be capped at 50% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

An evaluation on my Research Proposal

Advancing to Doctorate Research Stage
HKBM7022

Leong Chew Kuan
UWTSD DBA
March 13, 2025



Agenda Overview



1. My Research Summary
2. “An evaluation on strengths, weaknesses and limitations”
3. Consider an Alternative Approach?
4. Let’s contribute!
5. References



My Research Summary



Research Title

“A study on How Malaysian Expatriates Navigate
Cultural Differences and Utilize Their Management
Styles in Hong Kong”

Research Aim and Objectives



Research Aim

To fill a gap in existing literature by investigating the unique experiences of Malaysian expatriates in Hong Kong

Research Objectives

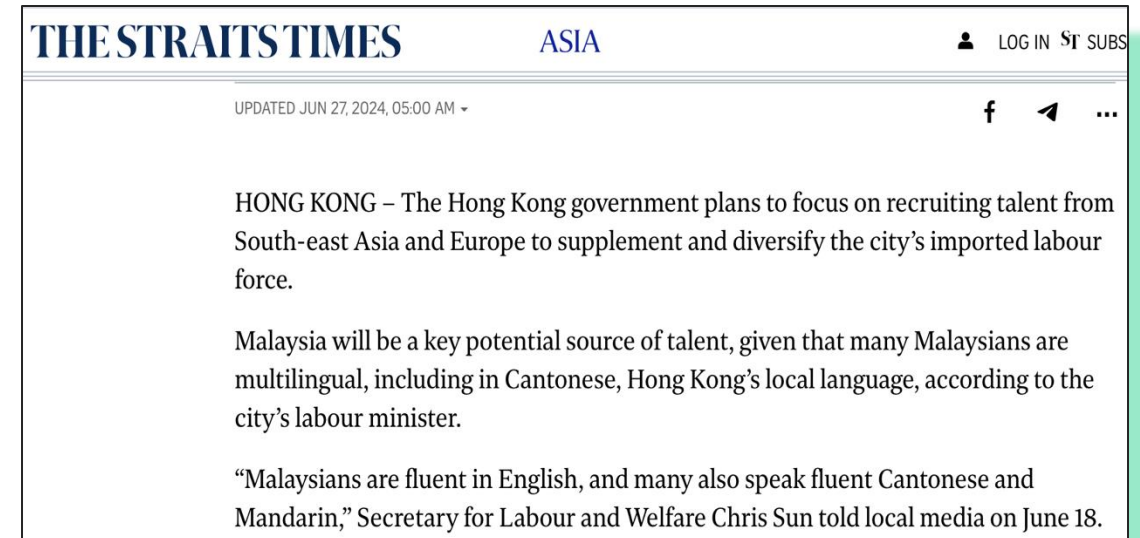
To analyze the management styles and practices used by Malaysian expatriates in Hong Kong. The research focuses on:

- the challenges they encounter in adapting to a diverse business culture
- the strategies and management practices established in a multicultural environment

Background

The Emerging Story for Malaysian Expatriates

- The business condition in Hong Kong can be characterized by its rapid pace and intense competitive, and attracted global expatriates (Business Culture in Hong Kong, 2019)
- Historically, Hong Kong's mix of Western and Eastern cultures presents both challenges and opportunities for global expatriates (Business Culture and Work Etiquette in Hong Kong, 2024)
- As of 2024, there are over 15,000 Malaysian professionals establishing a presence in Hong Kong (Malaysia, 2025)
 - In June 18, to expand its workforce, Hong Kong Government plans to recruit additional talents from Malaysia (Fung, 2024)



The Straits Times, June 27, 2024)

Research Motivation



- The researcher is a Malaysian, and he has lived in Hong Kong for 19 years.
- Believes that the primary challenge for Malaysian expatriates in Hong Kong isn't related to technical aspects of work or business ventures
- Indeed, the true difficulties lie in cultural differences, such as language barriers, interaction with colleagues, adaptability, openness to local cultures, family dynamics and cultural differences (Zainol et al., 2014).

“For instance, Malaysians speak English and Cantonese with a unique accent and often mix 2 or 3 languages in one sentence (H. J. Chan, 2024).”

Literature Reviews



Cross-Cultural Management

My main theory for this research proposal in understanding interactions in multicultural environments:

- Cultural Dimensions Theory (Hofstede, 2011)
- Cultural Differences Model (Trompenaars & Hampden-Turner, 2011)

Other review aspects include expatriate challenges, conflict management approaches, social adaptation, work-life balance, adaptation strategies, training and communications.

Literature Reviews



A Different Culture ...

#	Dimensions	In Malaysia	Hong Kong culture
1	Power Distance	<u>High power distance</u> , hierarchical structures are important. Respect for authority emphasized	Slightly <u>lower power distance</u> , promoting more democratic relationships
2	Individualism vs Collectivism	Mainly collectivist	Leans towards collectivism
3	Masculinity (competitiveness) vs Femininity (care for others)	Masculine, values cooperation and social harmony	Masculine, values competitiveness and accomplishments
4	Uncertainty Avoidance (high uncertainty avoidance prefer structured environments with strict rules)	Moderate uncertainty avoidance, clear guidance with some flexibility	Lower uncertainty avoidance, willing to try new strategies
5	Long-Term vs Short-Term Orientation	<u>Long-term planning</u> , value traditions and sustained efforts	<u>Short-term orientation</u> , more on immediate results and adaptive to fast-changing market conditions
6	Indulgence vs Restraint	More restraint, emphasis on social norms	Restraint, slightly indulgent on higher quality lifestyle

(Hofstede et al., 2011)

Literature Reviews



A Contrasting Management Styles ...

Malaysian Management Style	Hong Kong Management Style
• <u>Mix</u> of traditional and modern approaches • Influenced by various cultural factors including elements from <u>Malay</u>, <u>Chinese</u> and <u>Indian traditions</u> (Kennedy, 2002) • Malaysian firms generally score close to <u>Median</u> in <u>global management practices</u> (Schmitten & Testaverde, 2020)	• Characterized by <u>combination</u> of Eastern and Western influences • Emphasizing formality respect for hierarchy and punctuality (Business Culture and Work Etiquette in HK, 2024) • Expatriates need to adapt to this cultural differences to <u>manage local teams</u> and foster productive working relationships.

Research Gaps



- There's a growing number of Malaysians residing in Hong Kong
- Existing literature primarily focuses on expatriates in general without specifically investigating the unique experiences of Hong Kong Malaysians
- Lack of research on Hong Kong Malaysians, specifically on cross-cultural adaptations and management practices

Key Research Questions



Challenges, effectiveness, strategies and management styles

1. In adaptation to business culture in Hong Kong, what are the challenges faced?
2. How effective are their management practices in this multi environment?
3. What strategies do they use to adapt to differing cultures?
4. What are the management styles used by Malaysians to strive in business environment?

Proposed Methodology



Approach

This research employs a qualitative approach, with detailed exploration of perceptions and experiences regarding cross-cultural practices (Lim, 2024)

Sample Selection

- A purposive sampling method, with approximately 30 participants
- Malaysian expatriates, with at least 1 year in working Hong Kong
- Various industries such as finance, IT, manufacturing, service sectors
- Semi-structured interviews, each interview around 2 to 3 hours
- A Pilot Study will be performed, on 3-5 participants

Proposed Methodology



Interview guide

To include personal background information, experiences with cultural adaptation, challenges with local teams, perceptions of effectiveness, strategies to overcome cultural barriers and management styles employed

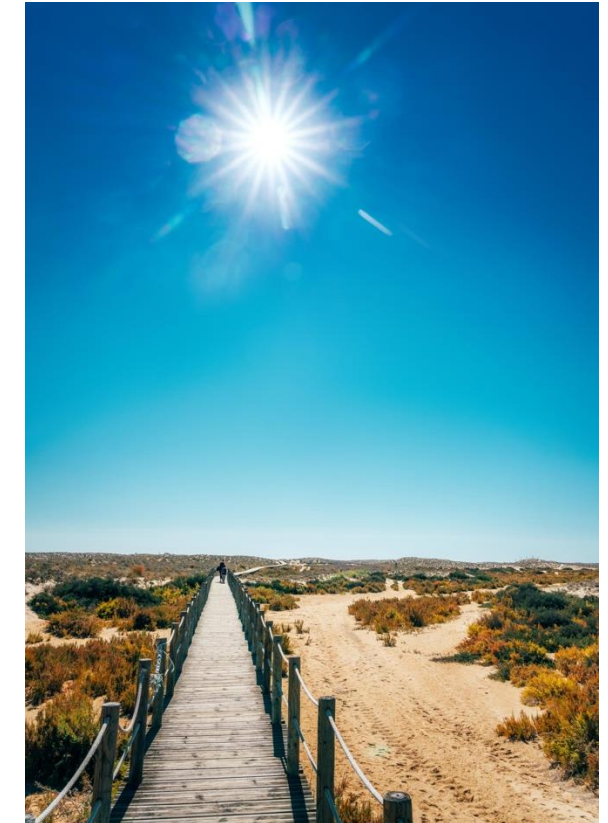
Ethical Considerations

Ethical principles will be applied, such as informed consent, confidentiality, right to withdraw, transparency and cultural sensitivity. This study will seek ethical approval before commencing

Proposed Methodology

Research Timeline

Months 1 – 3		Months 4 – 6			Months 7 - 9		Months 10 – 12	
Literature Review	Revisit Research Questions					Revisiting Literature Review		
		Develop interviews and conduct pilot study	Conduct pilot study and refine questionnaires					
	Determine data collection sources		Perform data collections via semi-structured interviews					
					Perform data analysis			
				Write different sections of the report			Write report for final submission	



Research Significance



- Contribute to existing academic research on the unique experiences and management styles of Malaysians
- Provide practical implications for the growing Malaysian community and organisations, in the context of a paradigm shift in Hong Kong expatriates in a global bi-polar economy
- Inform policymakers about the benefits and needs of growing Malaysians in Hong Kong, and contribute to better integration strategies

Expected Outcomes



- A knowledge of unique challenges faced, and insights into the effectiveness of management styles, and as compared to local practices
- Recommendations aimed at enhancing cross-cultural training programs to support adjustment processes, in a Bi-Polar economy
- To contribute empirical evidence about the specific challenges faced by growing Malaysians in Hong Kong, a context that has been largely unexplored

**“An evaluation
on strengths,
weaknesses
and limitations”**

Strengths & Weaknesses

Strengths	Weaknesses
Unique focus – <u>Specific</u> attention to Malaysian expatriates in Hong Kong Relevance – Focuses on a <u>growing demographic</u> and <u>changes in Hong Kong's global expatriates</u>, which can be relevant given the city's changing strategic position during global bi-polar shift Personal and professional insight – The researcher brings <u>extensive experience</u>, having lived and work in the city for 19 years	Potential Bias – Personal experiences of the researcher may <u>influence findings</u>. Its crucial to balance personal insights with object data. Sampling Issues – The purposive sampling method will be <u>difficult</u> in ensuring a diverse and representative sample Inadequate literature reviews – Need to <u>review deeper</u> into Management Styles, Leaderships, Pull/Push Theory, etc.

Limitations



The Research Topic may not be Significant

- **Lack of Novelty** – The topic of cross-cultural management has been extensively researched. The proposed study doesn't offer a new perspective or significant contribution
- **Narrow Scope** – Focusing solely on Malaysian expatriates in Hong Kong may be too narrow and limit the generalizability or broader relevance of the findings

Limitations



Sample size and selection bias

- Sample size not large enough to represent broader expatriates
- The purposive sampling inherently limits the cultural diversity of Malaysians because participants are selected based on specific criteria
- Only reflects experiences of those who willing to participate, lead to selection bias

Limitations



Limited Generalizability

- Only focus on Malaysians in Hong Kong and small sample size
- May not be applicable to global expatriates or or Malaysians working in other countries

Time Constraints

- Time limitations for semi-structured interviews, translating conversations, and analyzing qualitative data

Limitations



Lack of Longitudinal

- Focuses on experiences at a single point in time
- Does not capture cross-cultural adjustments in the long run, the longer career-span of expatriates

Limited Circumstantial Factors

- Overlook on larger factors, such as organizational culture, industry challenges, macro-economic conditions
- Trump's Second Presidency, Bi-Polar Economy and the role of AI technology

**Consider an
Alternative
Approach?**

Revisit Research Topic



To revisit Research Topic and potentially incorporating the following:

- Global bi-polar economy and the evolving political and social landscape of Hong Kong
- Consider job satisfaction and retention of Malaysian Expatriates
- The Greater Bay Area Initiative – Opportunities and Challenges for Malaysian Entrepreneurs in Hong Kong

Mixed-Methods Approach



To combine Qualitative and Quantitative Methods

- Quantitative approach with a larger sample size. Thereof, findings can be more representative on a broader population
- Quantitative approach may allow comparability across different regions or contexts
- Qualitative approach will then provide the breadth and drill-down of findings

Mixed-Methods Approach



Quantitative Approach

To develop a structured questionnaire for quantitative data collection on a larger sample of Malaysian expatriates, the survey includes:

- Demographic details, such as gender, age, industry, leadership style
- Challenges faced, such as stereotypes, language barriers
- Strategies to overcome barriers, such as training, networking

Sample Selection

- To use a random sampling approach
- Sample size of at least 500 participants, with expected 70% return rate

**Let's
contribute!**

Research Contributions



Contributions to Literature and Practices

- Offer empirical evidence on specific Malaysian challenges in Hong Kong and Greater Bay area, in a changing bi-polar environment
- Contribute to the body of literature on expatriate experiences, especially the new challenges ahead
- Informs policymakers about expatriate needs for better integration
- Provides insights for strategic decision-making in multicultural environments

Management Implications



Management Recommendations

- Develop pre-departure training programs on cultural awareness, such as language barriers, local customs, communication styles, etc.
- Mentorship programs, that can partner new arrivals with experienced locals, such as transport systems, housing, etc.
- Deploy feedback systems to voice concerns on workplace dynamics

Further Research



Management Recommendations

- To explore on longitudinal and emerging issues on cross-cultural management, such as the Trump Second Presidency, role of AI and global Bi-Polar Economic impacts
- Further research can navigate on the emerging changes in global business and to keep existing cultural identity

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Any Questions?

Improvement opportunities?

Research Summary

This research summary outlines the key components of my research proposal, providing a clear understanding of its structure.

Analysis and Alternatives

A critical analysis and alternatives on my research allows for a deeper understanding of its implications and significance.

Research Contributions

My research contributes to the existing body of literatures and practices, and encourages future explorations on emerging topics.