

**International Business
Communications LCBB6001 Module
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INTRODUCTION

International business communication refer to the process of exchanging information and ideas in different cultures and languages across international borders in business context. It encompasses of all types of communication and strategies including verbal, non-verbal and written format to manage teams, negotiating deals and promoting product or services to expand company (Sahadevan, and Sumangala, 2021).

BAE system provides some of the world's most advanced, technology-led defence, aerospace and security solutions. The company has workforce of 107,000 people in more that 40 countries. The annual turnover for BAE system in 2024 was \$33.624 billion (BAE Systems, 2025).

The essay will include evaluation of differences in communication styles between the UK and Japanese teams which can lead to misunderstanding and miscommunications. The essay will also apply any of the cultural dimension theories such as Hofstede's cultural dimensions, high-context and low-context communication theory in order to understand how cultural integration works in business operation in particular regions.

MAIN BODY

Background of business and Partner

BAE systems is a leading defence, aerospace and a security company which is headquartered in the United Kingdom founded in 1999 through merger of British aerospace and Marconi electric systems. BAE system focuses on providing advanced defence systems and provides cyber security solutions and military services to its clients. BAE system is recognised for their technological innovation and commitment to safety, it also known for providing complex security project on time to defence ministries and government across the globe.

Mitsubishi Heavy industries Ltd, is a manufacturing firm based in Tokyo, Japan. It is one of the largest industrial engineering company in world established in 1884. The company has a diverse portfolio of working across multiple sectors such as aerospace, defence equipment's and energy systems (Mitsubishi Heavy Industries, 2025). Mitsubishi is a well-known name in

manufacturing industry for its high quality engineering standards and company has played a vital role in developing Japan's industrial infrastructure.

This partnership operates within the broader framework of defence cooperation between two countries who are aligning their geopolitical interest by collaborating on Global Combat Air Program to develop a sixth generation stealth fighter jet (Gardner, 2022). The collaboration between these two companies requires cross cultural understanding especially in managing joint projects and teams and ensuring easier exchange of information (BAE Systems, 2023). This collaboration helps in understanding how the cultural integration works in business operations in different cultures and nations (Pop, and Sim, 2022).

Hofstede's Cultural Dimension theory

Hofstede's theory of cultural dimensions is framework for explaining and understanding cultural differences across various nations (Minkov, and Kaasa, 2022). This theory has six key dimensions which influences values and behaviours in the societies and business operations. These six key dimensions are power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation and indulgence vs. restraint. This model helps in analysing how these different dimensions affect various aspects of the business operations such as communication and social interaction in different cultures (Żemojtel-Piotrowska, and Piotrowski, 2023).

The Hofstede's Cultural Dimensions theory provides valuable insight into the communication and collaboration challenges which arises due to the vast cultural differences between BAE Systems in the UK and Mitsubishi Heavy Industries in Japan. This cultural differences will be deeply assessed with the help of above mentioned six dimensions (Nickerson, 2023).

Power Distance

This dimensions helps in understanding different hierarchical structure of both nations and how teams in in both BAE system and Mitsubishi operates in their regions. Japan where hierarchical system are more focused on results and are work oriented, because of this team members and employees in Mitsubishi sees clear authority lines and a very respectful communication toward senior members in management (Minkov, and Kaasa, 2021). Contrary to this in the UK teams and employees like prefer hierarchies with more participation in decision making process and flexibility in work. If the companies fail to align these working behaviours of both teams them this could lead to disruption in the projects and conflicts and disagreements will arises between

the members of teams. This will also raise concerns regarding the leadership in teams and ultimately delay the decision making process and projects will not be completed in the allotted time frame.

Individualism and Collectivism

Individualism refers to the preference of people working in an environment where employees are expected to work by taking care of themselves maintaining work life balance and prioritising their own needs while relying less on others for community support as such being self-reliant for their own interests. Collectivism on other hand focuses more on tightly knit social relations between others and employees, where individuals can expect to rely on other groups in exchange for their loyalty. These two concepts are very different to each other where one is encouraged to be more self-reliant and other is asked to rely on others for their loyalty (Nickerson, 2023).

The UK ranks relatively high in individualism which gives understanding on how employees in the UK values proactive behaviour in workplace, autonomy in their work, and direct communication to managers and leaders to address any confusion and issue related to work. On the other hand in Japan, employees tends toward collectivism with mainly focusing on creating harmony in group, building unity for better decision making, and indirect communication with superiors and personnel's in management out of respect for them.

But during the joint projects not addressing these cultural differences can create misunderstanding and miscommunication between both teams. This difference can result in misunderstandings during information sharing process and may affect the success of the project in both regions. The employees and team members in the UK may prioritise efficiency over continuous group discussion and Japanese teams on other hand focuses on thorough agreement between all team members before action.

Uncertainty Avoidance

The dimension in the theory helps in understanding how individual handles ambiguity and uncertainty in work. This dimension also has two types which as high uncertainty and low uncertainty. In high uncertainty avoidance people prefer structured operating environment where clear rules and guidance are present and people work according to the role allotted to them. In low uncertainty avoidance working environment is more comfortable and flexible with less structured environment with ambiguity (Nickerson, 2023).

The uncertainty avoidance score of Japan is on the higher end which shows that people working Japanese culture prefer a structured working environment with detailed planning and consideration to for work. This concept also apply for the employees working in Mitsubishi heavy industries as well, where teams working there will also want same conditions while working with another teams from the UK. On the other hand, UK teams prefer to be more comfortable in their work with flexible planning and adaptive problem-solving techniques for their daily work and keep their work life balance are on the lower end of uncertainty avoidance.

This type of difference leads to tensions in the project management practices between both teams of BAE system and teams working in Mitsubishi and employees from Japanese teams will see the working approach of the UK as ambiguous or full of uncertainties.

Masculinity vs. Femininity

This dimension of the Hofstede's theory help in understanding masculinity which shows assertiveness, competition and success of the business operations and their impact on the organisation in commercial space. While femininity factors focuses on the fostering healthy employee relations, improving organisational culture to increase employee productivity and efficiency by creating a positive working environment (Karczewska, and Kukowska, 2021).

Japan scores high on masculinity which shows that organisation operating in the country such as Mitsubishi focuses more on achieving business performance, attaining annual sales and revenue goals and prioritises company's image over employees. The UK based organisations which prefer both achieving success in business while also caring for their employees and retaining them with benefits and enhanced organisational culture. In the BAE system and Mitsubishi partnership this helps in understanding how Japanese teams will focus more on hierarchical roles, work performance, and achieving success in the project, while teams in the UK will put more focus on balanced masculine-feminine factors to values fairness, flexible working environment, and a supportive management.

These differences in the working of both teams may results in creating misunderstandings and impacting the performance of both teams which can cause major loss of time and resources to both Mitsubishi and BAE system. The Japanese teams may expect timely meeting targets before deadlines and good leadership, but what teams from the UK are giving is open communication between team members and leaders and inclusive decision-making where all

members of the team are included. Addressing these differences in both teams will help BAE system and Mitsubishi in effectively collaborating with each other and gaining better results.

Long-term vs. Short-term Orientation

This dimension helps in understanding about how some nations focus more on long-term orientation where they trust the process of business operation and build strong business relation and enjoy future benefits. Some countries embrace a balanced approach to and enjoy both long term and short term benefit (Chun, and *et al.* 2021).

Japan is long-term oriented country where it focuses more on building relationships and achieves goals in a gradual manner with sustainable results. The same can be said for Mitsubishi which always taken a long-term approach to reach where it is today in the current global environment. The UK companies shows a more balanced orientation approach here but with some short-term result focus in their business operations.

Misalignment in this aspect can cause frustration in setting performance goals and objectives and also hinder the process of evaluating progress achieving overall success in the project for BAE system and Mitsubishi.

Indulgence vs. Restraint

This dimension helps in understanding how different cultures manage needs and desire in their business environment (Nickerson, 2023). Japan is a restrained society which is known of its strict norms and self-discipline and how's how in Japan prioritises duty over leisure. On the other hand culture in the UK is known for encouraging to be more indulgent, personal freedoms, social events, and a positive work-life balance. In a joint project this contrast leads to tension in informal meetings after work in communicating with each other. Contrary to this, teams in the UK prefer a more relaxed way of working. Because of this Japanese team members may see this type of behaviour as unprofessional or excessive. It is important for BAE Systems and Mitsubishi to clarify cultural differences in working before starting the project itself to avoid any future issue of commitment levels or professionalism.

By recognizing these cultural differences through Hofstede's dimension theory BAE Systems and Mitsubishi can effectively design intercultural training and establish joint project protocols and adapt communication strategies to facilitate smoother cooperation for the project success (Blut, Beatty, and Northington, 2022).

High Context and Low Context Communication Theory

This theory is communication framework which helps in understanding how some nations and working cultures rely more on indirect and nonverbal communication methods to operate in business (Aririguzoh, 2022). For example, countries who uses this type of communication style are mainly Asian and African nations in high context cultures. In low context cultures such as various nations in European nation and United States rely more on direct and verbal communication process to communicate in companies.

High Context Communication

In this type of communication the message is delivered through tone of voice, body language, silence and shared understanding build in the group on the basis of long term relationship between employees and the management of the organisation (Broeder, 2021). In high context culture employees can understand the meaning behind the nonverbal cues and gestures, much formal information and rules known and it does not require written rules. In this type of communication process the leaders and managers are usually in control (slideshare, 2025).

In Japan communication relies more on nonverbal cues, shared understanding and situational context. Japanese teams in Mitsubishi may show disagreement in indirect ways such as use silence to convey meaning, and expect fellow team members to interpret subtle cues to understand their message. In these types of teams there is high commitment to the long term relationship and relationships with each other are more important than the task itself. Japanese team emphasises more on the importance of the process rather than the results.

Low Context Communication

Low context cultures people have many connections but for short term process this results in a more direct way of communication style between them to understand each other more explicitly (Broeder, 2021). In this types of communication there is a need to spell out the behavioural norms and beliefs. In organisation employees clearly define their communication on the external rules and there is a clear pattern of activities. The flow of information is transparent along with open and transferable knowledge. Responsibilities are shared between all members of teams to effectively focus on the task at hand and results takes the top priority in decision-making process (slideshare, 2025).

For, example, In UK a low-context culture is present where communication is more direct, and based on clear and verbal messages to send information. Teams in BAE Systems value open

discussion, detailed clarification of roles and responsibilities and direct feedback to improve the work performances. As BAE system operates in over 40+ countries there is critical need of open communication style to ensure clarity in message to avoid any future misunderstandings (BAE Systems, 2025). The company uses method of formal documentation like their code of conduct to guide employees in understanding the expectations that they need to meet consistently. This written guidelines are evidence of the BAE systems low context communication approach in their business operations in commercial market.

During the time these two culturally different teams work together misunderstandings and confusion can arise. For example, Mitsubishi teams may think that the direct feedbacks from BAE system teams as blunt or even rude. In contrast UK teams could think that the indirect way of communication as full ambiguity and uncertainties (Yang, Hou, and Arth, 2021). This difference in communication style can affect meetings, contract negotiations, or problem-solving discussions and create frustration and delays in the project related work. To overcome these issues and challenges it is very important for project managers to encourage cultural awareness training and develop shared communication norms, mixing the precision of low-context styles with the rational understanding of nonverbal cues of high-context communication. This mixed approach can strengthen mutual trust and improve overall project performance and increase the chances of success.

CONCLUSION

This essay concluded by providing overview of BAE systems and Mitsubishi Heavy Industries and their partnership in their global combat air programme this collaboration between these two company's help in understanding how cultural integration work in the operation process of two culturally different nations. Furthermore, the report included the detailed explanation to provide theoretical insights cultural difference in working by applying Hofstede's cultural dimensions theory along with High context and Low context communication theory. These theories helped in understanding international cultures within business by explaining two complete different working environment of two organisations by elaborating in six key dimensions and emphasised on the process of achieving business goals by addressing the assessing the intercultural working challenges. Lastly the essay discussed about the communication method in UK and Japan and how Japan focuses more in indirect communication style and UK's more direct approach in doing explicit and clear communication.

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