



International Business Communications

LCBB6001
BA Business Management

Hello!

We are:

1. Desislava (1913488) – Slides 3 – 6
2. Rumyan (1913489) – Slides 7 – 11
3. Grigor (1914055) – Slides 12 – 17
4. Nadya (1914056) – Slides 18 – 22
5. Ion (1917721) – Slides 23 – 27

Introduction

It is planned to set up a joint venture between a British car company and a Chinese company operating in the same sector.

However cultural differences and cultural sensitivity could affect the productivity of this joint venture as employees belonging to contrasting cultural backgrounds would be working together in this arrangement.



— 奇瑞·捷豹路虎 —

Introduction to the context

Jaguar Joint Venture in China

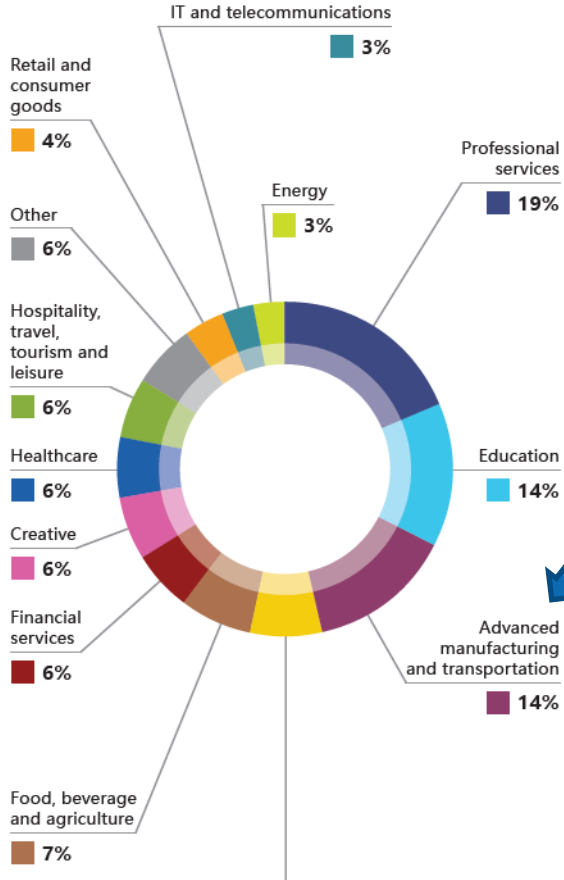
Chery Jaguar Land Rover (officially Chery Jaguar Land Rover Automotive Company Ltd.)

The company is an automotive manufacturing company headquartered in Changshu, China.

A between 50:50 joint venture UK-headquartered Jaguar Land Rover (Jaguar Land Rover Automotive Plc, 2022), itself a subsidiary of Tata Motors (Tata Motors., 2022) of India, and Chinese state owned automaker Chery (Tata Motors., 2022), it was formed to allow production of Jaguar Cars and Land Rover vehicles in mainland China.



WHICH SECTOR(S) IS YOUR ORGANISATION INVOLVED IN?



The company is located in the manufacturing and transport sector, which occupies one of the largest parts of cooperation between the UK and China in joint ventures (Patel et al., 2021).



Introduce the
Chinese culture



Culture can be defined as: “distinguished values, norms, behaviors, rules, and psychological and systematic assumptions among groups of people” (Hofstede 1991).

In order to conduct international business in China, many factors and cultural differences must be taken into account, at least from the history of this ancient country.



In order to understand the Chinese attitude to business, it is necessary to consider the word 生意 - Shanie, which in all dictionaries is translated in the first place as “aspiration, growth trend; life and vitality, vitality”, and secondly as “business, trade” (Sofer, 2005).

In Chinese, the term "business" is associated with the meaning of life, vitality, vitality. In the minds of the Chinese, this term has a positive meaning. This explains the development of trade in ancient China.



Money is not a taboo subject in Chinese society, it is normal to ask direct questions about personal income and other financial resources. The ritual expression of the demonstration of financial power is the exchange of business cards.

The quality of the business card and its content reflects on the image that Chinese business partners will acquire for you. It is customary to surrender with both hands and with a slight bow, showing respect to the partner.



The concept of "**guanxi**" (Langenberg, 2007) applies to relationships between people, which often includes the idea of requesting services and returning services.

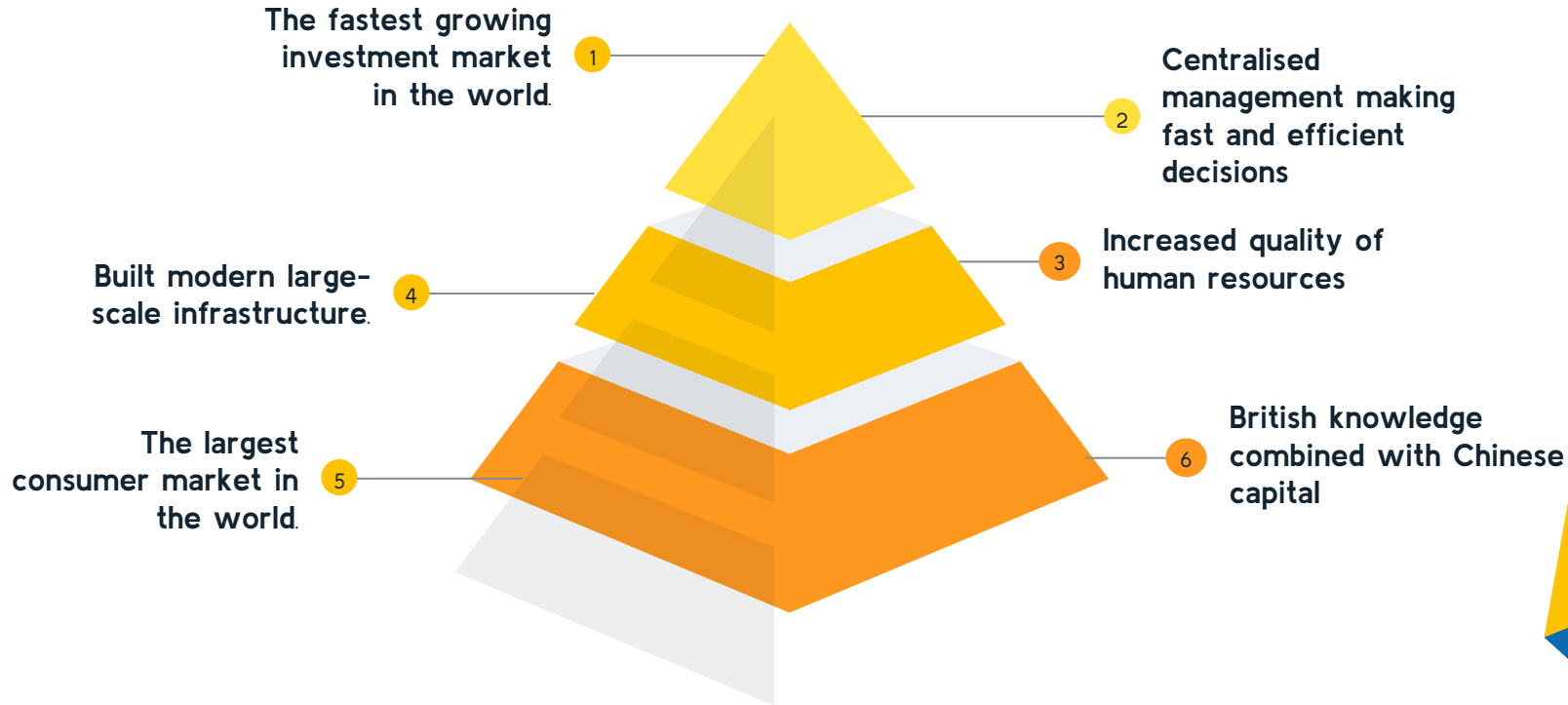


After all, even if it requires a stronger tone of conversation and a deeper meaning, in China the idea of "**mianzi**" (literally meaning "person") is similar to the idea of showing respect for others.

Cultural sensitivity in China / The differences from the UK



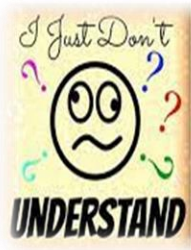
Reasons for success



(Froese et al., 2019)

Some major differences between China and the UK – China conversation

I do not
understand – it is
rude



People are more
reserved



The Chinese are
quite secretive and
passive.



(Academic Video Online, 2013)

Some major differences between China and the UK – UK conversation

I do not understand – it is NOT rude at all



People are not so reserved



The British are NOT secretive and passive.



(Academic Video Online, 2013)

Some major differences between China and the UK – China friendship

Difficult friendships



Last name

王 建国

Given Name

Family Name

The diagram shows the Chinese name '王建国' (Wang Jianguo). The character '王' (Wang) is identified as the Family Name, and '建国' (Jianguo) is identified as the Given Name.

Master Lee



(Academic Video Online, 2013)

Some major differences between China and the UK – UK friendship

Easy friendship



Mr. First name



There is no hierarchy



(Academic Video Online, 2013)

4 Hofstede cultural Dimensions: UK and China



Individualism versus collectivism

China

- Extended families and groups: giving support, demanding loyalty in return.
- Caring for one's own, more often there is indifference to the Other, the "external".
- Whoever does not follow the rules of the community will be excommunicated from it.
- Different rules for "us" and "them".
- Conflict avoidance and the maintenance of harmony in the community are encouraged.
- Mistakes lead to shame in front of the group and "with what eyes will I look at people?".
- People are more introverted.

UK

- Nuclear families, without intensive relations with the family and relatives.
- Caring for everyone, willingness to help someone outside the group.
- Everyone is free to choose and make decisions for their lives.
- Building one's own opinion and expressing it openly is encouraged.
- Mistakes lead to guilt and loss of self-esteem.
- People are more extroverted.

(Hofstede, 2013)



High versus low power distance

China

- Great power distance
- The bosses are more autocratic.
- Power comes by inheritance, from personal charisma, and from the radiance of power.
- The use of privileges and symbols of power and status is popular.
- Formal student-teacher relationship and hierarchy.
- Subordinates are supervised to see if they are working according to the rules.

UK

- Short power distance
- Inequality is unacceptable - everyone should have equal rights.
- The bosses are more democratic.
- Leadership and power are given according to abilities and qualities.
- Privileges and symbols of high status are not looked upon favorably.
- Scandals lead to the end of politicians' political careers.
- Subordinates are rewarded when they show initiative and entrepreneurship.

Masculinity versus femininity

China

- Masculinity
- Emphasis on challenges, achievements, recognition and income.
- Men should be assertive.
- Rivalry and competition are leading.
- Women need to be gentle and caring.
- Many more men are elected to political positions than women.
- Men should not cry, but it is customary to fight.
- Conflicts are resolved when the stronger wins.

UK

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- Emphasis on challenges, achievements, recognition and income.
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(Hofstede, 2013)



Long-term versus short-term time orientation

China

- Efforts are focused on the more distant future - perseverance will lead to slow results.
- Money is saved more.
- High context communication.
- People are learning from other countries.
- People are more modest.

UK

- Efforts are focused on the near future - they should bring relatively quick results.
- Money is spent more.
- Low context communication.
- People are proud of their countries.
- People are more proud.



Communication Strategies



Communication Strategies

- ▶ A joint venture between Jaguar based in UK and Chery a Chinese automaker is planned which would involve a culturally diverse workplace.
- ▶ Cletus *et al.* (2018) stated that communication strategies are required to enhance the scope of communication between employees belonging to contrasting cultural backgrounds.
- ▶ Communication barrier can take place if western employees fail to communicate in a language that is preferred by the Chinese.
- ▶ So, employees need to learn a common business language by virtue of which they can share their opinions and concepts.
- ▶ Contrasting body language could be detrimental to the process of communication so employees need to understand the differences in body language so that they can communicate in an effective manner.
- ▶ Diversity training programmes could be organised so that employees learn about differences in their workplace culture, and it becomes relatively easier for them to accept the contrasting cultural traits.

Communication Strategies (Continued)

- ▶ Western employees need to learn how to adapt to Chinese work culture and be inclusive of their cultural attributes.
- ▶ Lastly, a global supply chain would be involved, and it is beneficial to maintain a cloud-based communication strategy.
- ▶ A common database would be maintained where information is shared in real time and both internal and external stakeholders would remain updated.

Recommendations

- ▶ Communication barrier is a primary challenge that can affect the productivity of Jaguar's foreign workforce.
- ▶ Communication barriers can take place due to Ethnocentrism, prejudice and stereotypes about other cultures.
- ▶ Ash *et al.* (2020) suggested that maintenance of a strict policy against racism or any form of discrimination would encourage foreign employees to adapt in a contrasting work culture.
- ▶ Chinese employees would no longer feel disoriented while working in the western work culture and their productivity would be sustained.
- ▶ In addition to this, recruiting diverse mentors would also encourage employees to be inclusive of other cultures.

Conclusion

Application of Hofstede's cultural dimensions indicated that Chinese work culture is highly collectivist, restrained and the concept of inequality is deeply rooted in their society.

These cultural differences can lead to communication barriers unless cultural sensitivity is achieved by the Western employees.

It is recommended to maintain a strict policy that is intolerant towards racism or any form of discrimination. In addition to this, recruiting diversity mentors would also be beneficial to develop cultural sensitivity among employees.

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Thank you!

