

1. Case Analysis

Culture Clash in the Boardroom HBR Case Study and Commentary

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Authors: Katherine B. Xin; Wang Haijie

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Abstract

This HBR Case Study includes both the case and the commentary. For teaching purposes, this reprint is also available in two other versions: case study-only and commentary-only. Liu Peijin is the president of Almond China, a subsidiary of the German company Almond Chemical, Almond China's joint venture with Chongqing No 2 Chemical Company, which is currently failing to thrive, involves a clash of views regarding business ethics. The Chongqing executives are chafing under European standards that preclude gifts and commissions - incentives routinely employed by Almond's competitors. And a huge sale for the joint venture may be at stake. But Liu is thinking of Almond's reputation and its future business dealings in China. Commentaries by Xu Shuibo, the CEO of TNT Mainland China's subsidiary TNT Hoou, and Zhang Tianbing, the global vice president and the director of the China Research Center at AT Kearney.

Introduction

Almond Chemical was the German parent company, which started its operation in 1999, in China. Almond Chemical was involved in two joint ventures with the local chemical companies in China; this was the best approach that foreign companies followed in conducting their business operations in China. Almond Chemical was having 70% stock in one of the company and 51% stake in the other company which was Chongqing. The key players of Almond chemical were: Liu, the president of Almond Chemical and Schulman, the vice chairman of the venture of Almond Chemical. Whereas, in Chongqing, Wang was the Vice President of Sales, Ho was the financial director and Chen Dong was the chairman of the joint venture. There were differences in Almond Chemical and its joint venture Chongqing. Almond Chemical was German based Company so the policies of Germany were followed in the company. Whereas, Chongqing was a local company and the policies followed in the company were Chinese based. Therefore, Almond Chemical was facing problems with its venture regarding the differences it had with Chongqing. The major problem in the case was that the culture was proving to be an obstacle in a joint venture between the German based company and China. The cultural differences were causing issues for the joint venture in terms of generating sales and profits hence, declining in their performance.

When Cultures Clash Case Study

**Martine Cardel Gertsen, Anne-Marie
Søderberg, Jens Erik Torp**

When Cultures Clash Case Study:

Cultural Dimensions of International Mergers and Acquisitions Martine Cardel Gertsen, Anne-Marie Söderberg, Jens Erik Torp, 1998 Case studies of transitional companies most Danish examine the cultural factors of international expansion which are increasingly blamed for a large measure of the roughly 50% failure of transnational offensives The various perspectives include different approaches to understanding culture leadership and culture in transnational strategic alliances and performance implications of acculturation stress The eight papers were presented at an international workshop in Copenhagen August 1996 Annotation copyrighted by Book News Inc Portland OR *When Cultures Clash* John W. Friesen, 1993-01-01 Advanced Practice Palliative Nursing Constance Dahlin, Patrick Coyne, Betty Ferrell, 2016 Advanced Practice Palliative Nursing is the first text devoted to advanced practice nursing care of the seriously ill and dying This comprehensive work addresses all aspects of palliative care including physical psychological social and spiritual needs Chapters include symptoms common in serious illness pediatric palliative care spiritual and existential issues issues around the role and function of the advanced practice nurse APN reimbursement and nursing leadership on palliative care teams Each chapter contains case examples and a strong evidence base to support the highest quality of care The text is written by leaders in the field and includes authors who have pioneered the role of the advanced practice nurse in palliative care This volume offers advanced practice content and practical resources for clinical practice across all settings of care and encompassing all ages from pediatrics to geriatrics **Diversity and Cultural Awareness in Nursing Practice** Beverley Brathwaite, 2023-04-05 Exploring all aspects of nursing practice through the lens of diversity and cultural awareness this second edition is fully updated with new content the impact of Covid 19 LGBTQIA issues and ageism Why do you need this book Each chapter is mapped to the 2018 NMC standards Understanding how a patient's ethnic cultural gender and religious identity affects their experience of healthcare is central to providing person centred care You will need to communicate effectively with people from diverse backgrounds and tailor your nursing practice to their individual needs Case studies illustrate what diversity and cultural awareness means in practice while activities encourage you to reflect on your own practice and experiences Culture and Public Relations Krishnamurthy Sriramesh, Dejan Vercic, 2012-05-04 Culture and Public Relations explores the impact of culture societal and organizational through the global lens of public relations Structuring the volume around three themes culture as an environment for public relations the culture of PR globally and the impact of PR on culture the editors bring together compelling discussions on such questions as how spirituality religion and culture have affected public relations and how public relations culture has been affected by the corporate cultures of business enterprises Additionally the volume provides studies on the effect of culture on public relations practice in specific countries With contributors from Europe Asia Australia and North America this collection offers international perspectives on a topic that is growing increasingly important in public relations study and practice It is required reading for scholars

researchers and students in public relations and also has much to offer the business discipline for those seeking to integrate culture and communication to their practices Energy Abstracts for Policy Analysis ,1987 **Language, Culture and Identity** Torben Vestergaard,1999 Are people s identities an effect of their membership of linguistic national and ethnic groups and does such group membership create problems for inter cultural communication These questions are addressed in this collection of nine papers from the Third Annual Conference of the Nordic Network for Intercultural Communications Answers are drawn from general theoretical pedagogical and empirical points of view They agree on one fundamental issue the language identity culture complex dynamic and overlapping rather than static and isomorphic This leads the contributions to touch upon the political implications of a relational and dynamic view on language culture human rights and regional identities in a Europe with crumbling national boundaries Among the topics are whether a person s identity is bound to a certain place and whether it is constant Others discuss cross cultural communication a post structuralist stance different values ascribed to words and actions the ability of people to interact with different cultures the cross cultural language link in language teaching what language choice says about people and their attitudes towards each other when more than one language is available and a recognition that most of us are members of several cultural groups which can create incompatible values and attitudes Advances in Mergers and Acquisitions Sydney Finkelstein,Cary L. Cooper,2009-09-09 Helps scholars think about mergers and acquisitions in fresh ways building our knowledge base on this critical topic **Personnel Management Abstracts** ,1997 **Using Money Laundering Control to Fight Corruption** Heba Shams,2000 *Mergers and Acquisitions* Susan Cartwright,Sue Cartwright,Cary L. Cooper,1992 Coverage of the hitherto ignored human factors often involved in business mergers and takeovers The authors aiming to raise managerial consciousness point to the recent boom in such activities analyze the different types of mergers and evaluate the effects they have on people s lives **5th socio-cultural research congress on Cambodia 12-14 November 2002 : papers of the congress** ,2003 Harvard Business Review ,2004 Includes sections Review of business literature and Book notices

Stress in the Workplace Jack Dunham,2001 This book consists of nine chapters written by internationally known and respected research workers Lennart Levi presents a psychosocial framework for understanding sickness and health in the workplace James Campbell Quick Debra Nelson and Jonathan Quick give an account of their research with executives in industry and the US Air Force Tores Theorell focusses his research on the increasing demands on workers and the reducing control they have over their working lives Johannes Siegrist is also concerned with imbalance in this case between effort and reward at work Susan Cartwright and Sheila Penchal report on the effects of the increase of mergers and acquisitions in the 1990 s Howard Khan s focus is the stress of working for clearing banks merchant banks and foreign owned banks in London and New York Sandra Fielden and Lyn Davidson present evidence of the sources of stress of women in managerial positions Cheryl Traver s analysis of the rising costs of teacher stress is very relevant for policy makers and managers Michiel Kompier

and Tage Kristensen make recommendations for planning and implementing stress management strategies in the workplace

Class Concerns: Adult Education and Social Class Tom Nesbit, 2005-06-08 This volume brings together leading progressive adult educators to explore how class affects different arenas of adult education practice and discourse It highlights the links between adult education the material and social conditions of daily and working lives and the economic and political systems that underpin them Chapters focus on adult education policies teaching learning and identity formation educational institutions and social movements and the relationships between class gender and race Overall the volume reaffirms the salience of class in shaping the lives we lead and the educational approaches we develop It offers suggestions for adult educators to identify and resist the encroachments of global capitalism and understand the role of education in promoting social equality Finally it suggests that a class perspective can provide an antidote to much of the social amnesia self absorption and apolitical theorizing that pervades current adult education discourse This is the 106th volume of the Jossey Bass quarterly report series *New Directions for Adult and Continuing Education* *America, History and Life* ,1988

Mergers, Corporate Concentration and Power in Canada Institute for Research on Public Policy, 1988 The conference proceedings contained in this document explore several questions ranging from specific concerns with concentrated ownership and cross ownership the extent to which biases in market allocation decisions are driven by tax policy by other public policies or induced by other distortions in market structures to more general questions of corporate governance and the efficiency of markets for corporate control The papers are organized into the following general topics dimensions of corporate concentration rethinking the modern corporation takeovers determinants and effects the financial sector corporate power and influence and public policy responses Religious and Theological Abstracts ,1982 **New Directions for Adult and Continuing Education** ,2005 **Literacy in the Secondary English Classroom** Lynn Langer Meeks, Carol Jewkes Austin, 2003 Literacy in the Secondary English Classroom encourages secondary English language arts teachers to develop classrooms that are student centered literature focused and writing enriched In today's literacy learning environment students take responsibility for their own learning as well as collaborate to help each other make meaning while reflecting on their learning process in systematic ways This book proposes a cohesive and unique learning theory that provides a fresh approach to what teaching strategies teachers should use why teachers should use them and how these strategies promote students literacy Literacy in the Secondary English Classroom also addresses the needs of students with a diverse range of language competencies such as gifted and talented learners English language learners and at risk students who are typically disengaged in learning Multiple examples and scenarios lead both in service and pre service teachers through each strategy Designed for teachers of language arts and reading writing methods at the secondary level Incorporate these unique learning theories and teaching strategies in to your classroom Classroom scenarios provide concrete practical examples of teaching strategies Illustrations further clarify and define each teaching strategy and learning

theory Focus Questions at the beginning of every chapter guide readers through important components of the chapter and stimulate further thinking about the topics NCTE IRA Standards appear as margin notes in each chapter connecting teaching strategies to national learning standards for reading writing speaking listening observing technology and second language learning

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