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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

MULTICULTURAL TEAMS: A CHALLENGE TO THE GROWING ECONOMY

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ABSTRACT

Economic reforms in India led to erosion of diverse cultures. World became a small place to live. Technological changes started having a strong impact on minds of people and Organizations. People moved away from their cozy homes and started exploring different people with diverse and complex mindsets. Changes were not visible only in people and their tastes but also in functioning of the Organizations. Trust, values became a characteristic of high functioning organizational teams. It was a regular word to ensure the job is done. Trust in any situation is difficult to create and even harder to sustain. However, if you have a multicultural team, it is a huge challenge to the cross cultural managers to deal with it on daily basis. In this changing scenario Role of a leader is very crucial. The work of a leader and his effective leadership style is very important to manage teams with different cultures. Leader needs to understand various cultural perspectives. When they are well trained in these aspects, they can serve as a cultural bridge to minimize the effects of conflict which is inevitable in a working environment. One of the biggest challenges which organization face with Multi-Cultural teams is training them about Host Country Culture and miscommunication. This challenge can be addressed by Cross cultural training and use of Technology by our HR experts. This leads to vibrant and happier teams and in a long run, everyone is happier and more work is done.

KEYWORDS

change, culture, conflict, trust, values.

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INTRODUCTION

Globalizations has made World a small place to live. So, the term "Global village". It is a Complex and multifaceted phenomenon. It is erasing the boundaries and integrating people and their cultures. With the increased global interactions comes the growth of international trade, ideas and culture.

Culture as term is a strong dynamic force for change. It is an integration of societies and communities and is considered to be hub of new opportunities. Cultural globalization is slowly entering the dictionary of business environment. It is not only entering the trade but also entering the Human work environment. It giving way to new work force and new working atmosphere. Recognition and respect for diversity of cultures at work place creates the conditions for mutual understanding, dialogue and peace.

The topic chosen for understanding is " Multicultural teams: a challenge to the growing economy".

OBJECTIVES

1. To have brief understanding of different cross-cultural working environments across the globe. It is taking into consideration economically developed nations.
2. To analyze the efforts of working with Multi cultural teams in organizations.
3. To understand the problems faced by HR experts to deal with diverse teams.
4. To analyze various techniques and methods which a successful manager should adopt to handle multi-cultural team.

NEED OF THE STUDY

1. Understanding Cross Cultural Management is important today because the Organization are global entities.
2. Cross Cultural Communication is important as it fosters teamwork in an Organization. It becomes important to understand how different cultures behave, communicate and perceive the world around them.
3. Cross Cultural training has become a syllabus of all HR departments in high profit organizations. It develops awareness on various cultural barriers where there is no common cultural framework. It has the ability to solidify values and goals among employees.
4. Cross Cultural Management research helps us to understand barriers that arise in a work place which has embraced different mindsets.

REVIEW OF LITERATURE

- Article on "Cross Cultural Management: An international journal" by Jeanine.K. Andreasi from Sacred Heart University, January 2014, Vol. 4, pp. 181-209.
- Article on "Cross- national, Cross-cultural Organization behavior Research, Advances, Gaps and recommendations" by Anne.s. Tsui, Sushil.S. Nifadzar and Amy yi ou, June 2007, vol 33, No.3.
- Article on "cultural intelligence "by David.C. Thomas, January 2015, Vol.6, International management.

RESEARCH METHODOLOGY**DATA COLLECTION**

Secondary data collection is the methodology adopted to write a research paper where most information is obtained from various scholarly articles, previous researches undertaken from many experts and online research publications.

DATA COLLECTED WHICH SUPPORTS THE STUDY:

In this Research Paper preferences is given to discussing working environment of large economies across the world: - US, UK and Asia.

ANALYSIS

- **Let's have a brief discussion about the working culture and human resource behaviors' and mindsets prevalent in US**

US (United States) is the largest economy across the world. Cultures vary differently for different industries across the country. It is a culmination of professionalism and a decentralized work base. Different aspects of their work environment are briefly discussed:

- a. **Informal Communication:** -Address the boss or even the president of the company by their First name as Sir or Mam is generally used for Strangers. It is actually healthy working relationships which matters the most.
- b. **Meetings:** - Meetings are generally held even for small decisions. Inputs from relevant members are taken into consideration before taking an appropriate decision. Members of the meeting cannot interrupt the speaker. They can usually say "yes" or "No". Nodding of head is considered to be in appropriate.

- c. **Communication:** -Work hours are dedicated to work only because that is what we are paid for. Personal discussion and personal friendship are common among colleagues. Any Personal matters should be kept short.
- d. **Corporate Social Life:** -All employees participate in Corporate social events such as birthday parties of their colleagues and boss, Christmas Party, Farewell of their colleagues.

- **Lets' brief out Working Environment of big economy UK**

UK is one of the fast –paced business environment and its dynamic nature of the economy forces employees to work for long hours. The British are increasingly aware of the issue of work-life balance. In many cases, family life may give way to the career of one or even both parents.

UK organizations are however, becoming even more aware of the business case for a positive work-life balance and many of them are implementing policies intended to reduce the pressure of work on private life. Their working hours matches with any of the Asian Corporates.

Communication among teams

There are various facets to communicating in the British workplace. Brits are being straight-forward when it comes to talking about numbers or data, but prefer to have informal chat before diving right in to the official matters. Five to Ten minutes are usually spent exchanging niceties before finally getting to the crux of the matter.

In British companies, Seniority is, more often than not, the ruling factor. Seniority is more important than credentials. There is a concept of equality and fairness among British work place. Generally, one person's accomplishment is not encouraged as compared to a whole team.

- **Let's walk through Asian Work Culture and values**

Generally, it is an assumption that when you work in Asia, Communication is the biggest barrier, but it is not the same. Language is never a threat or a challenge to face but office culture is. Asian countries have similar culture, but not exactly the same. If you take an example of Japan, they have a strong work culture. They are very systematic and are disciplinarians. They feel it is inappropriate to address an individual with their first name. They expect that they are addressed by their last name. The same does not hold well with respect to other western countries. When it comes to outfit, they prefer to wear more formals in colours of blue, black or grey every single day with no much consideration to weather. Many Asian countries prefer to work overtime and they prefer to bond with their staff with after work dinners.

In some provinces or cities, you will find yourself dealing with more than one ethnic group as well as expatriates. You will have to find a way of showing sensitivity to the needs of each of these groups. A strong team spirit and work ethic can be developed from such different elements, as well as enduring relationships with the local business network.

To succeed in Asia, you must have a team that understands Asia's individual business cultures and can work successfully within those cultures.

FINDINGS

- Existence of Multi-cultural teams are inevitable in a world which has dynamic and competitive business environment.
- Cultures of different countries are diverse and is right in its own way and cannot be altered easily.
- Cross-Culture training is important part of Organizational activity and should be taken up actively by HR departments of all global Organizations.
- Multi-cultural teams give an opportunity for the host country companies to understand different languages, mindsets and opinions. It helps the company to build a strong customer base.

PROBLEMS/CHALLENGES FACED BY CROSS CULTURAL TEAMS IN ORGANIZATION

Cross-cultural teams can have their fair share of problems once the novelty of interacting with new people fades. From simple issues like understanding language idioms to more complex work culture issues have posed a threat to Cross-cultural HR managers. Most of the organizations are Global Companies. People move more frequently from one country to another, which has led to Cross-country cultural diversity within work teams. Now, many countries have created various strategies, methods and team-based management techniques, when an additional element of cultural diversity is introduced, it throws a whole new spanner in the works!

THREATS/CHALLENGES

Communication Style of different cultures

Communication Style varies differently for different cultures. If we take western countries like United States, Australia and UK, Communication is precise, open and has emotional touch. This is a "Low-Context" culture.

If we take Asian countries like China, Japan and India they are more on the softer side. This is called "high context culture".

These varieties in communication style will be a threat to teams and HR managers.

Differences in cultural values

Cultural values varies differently with different cultures based on the environment they are groomed. If we take India into consideration Caste based society is still prevalent though the Government has taken considerable measures to outlaw it.

According to Geerte Hofstede there are **five dimensions** to Cultures:

- Power Distance
- Individualism vs. Collectivism
- Masculinity vs. Femininity
- Uncertainty Avoidance
- Long-term vs. Short-term Orientation.

Other issues relating to Cross cultural teams are:

- Communication, Language and Expressions.
- Dominating influences.
- Motivators and Expectations from the job.

SUGGESTIONS/STRATEGIES TO REDUCE THE CROSS-CULTURAL BARRIERS IN YOUR WORK TEAMS

- An organization in order to develop an Environment of Co-operation should first eliminate **Communication** barriers which is the root cause of other problems. This is possible by adopting certain training methods where the employees socialize with each other outside the work environment. This improves communication between employees and with the management.
- An organization should foster a culture of understanding and respecting each other's **religion and traditions**. This helps the cross-cultural teams to grow in a secured and homely environment. It helps them to maintain their identity.
- Organizations sometimes need to be one with crowd. It has to grow with the teams by learning certain **gestures** which is appropriate to the varied cultures of team members.

This creates a comfort zone among all the team members and acts as a prevention method to eliminate cultural differences.

- Expatriate training** has become a business routine for various global companies. It becomes important to train our home country employees to understand host country cultures as they are ambassadors of both cultures.
- It becomes very necessary to avoid issues sensitive **political, social or religious** that may offend the emotions and values of the host teams.

CONCLUSIONS

As business becomes increasingly globalised, cultural intelligence and intercultural competence is becoming an essential strategic tool for cross-border relationship and team building. In this series of Intercultural Challenges, multicultural team building has a significant impact in achieving business objectives. Successful managers must develop the competency to handle different management styles of their Cross-cultural teams and are expected to be flexible enough to switch from one culture to another.

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