# Czech University of Life Sciences Prague

# Faculty of Economics and Management

# Department of Management



## Bachelor Thesis Abstract

## Managing a Cross-cultural Team

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## Summary

This thesis aims to examine what the cross cultural team is, and how it should be successfully managed in case it consists of representatives of two cultures – Czech and Russian.

The thesis offers new insight into the systematizing of previous knowledge considering cultural differences between countries. It presents analysis, based on a study of previous research by Geert Hofstede and Fons Trompenaars.

This work might be used to gain the understanding of the presence of cultural differences between Czech and Russian cultures, and considering these differences, it explains how to prevent conflicts and achieve joint goals while managing cross-cultural team.

## Keywords

Cross-cultural teams, management, cultural comparison, Czech and Russian cultures, Geert Hofstede, Fons Trompenaars, cultural awareness

## Extended Abstract

Modern forms of economic activity led to the emergence of new forms of socio-economic groups - cross-cultural teams, which are a significant component of global human resources and intellectual capital of the organization in the context of globalization of the world economy. According to OECD Quarterly International Trade Statistics, Russia currently belongs to the top-10 trade partners of Czech Republic, but considering the fact that political and economic environment is changing rapidly nowadays and at the same time world is facing soaring needs in cross-cultural interactions, it is crucial to be conscious of the presence and nature of cultural differences between these two countries, not only in order to prevent the conflicts and other cross-cultural failures in interactions inside the team, consisting of representatives of two countries, but also to make full use of such cultural differences to attain joint goals.

## Goals

The main goal of this thesis is to provide an analysis of Czech and Russian cultures and on the basis of that analysis to build a methodological tool that will help in creating a cultural awareness and thus cross-cultural competence in terms of managing team, consisting of people from these two cultures. Therefore purposes of this study are: First, to research and analyze different approaches in cross-cultural management and team management. Second is to analyze cross-cultural differences and similarities, with a focus on Czech and Russian cultures. Third, to define characteristics of a good team leader in context of managing cross-cultural teams. Fourth, to identify the problems, that cross-cultural team can face. Fifth, to understand how such cross-cultural team can be effectively managed.

## Methodology

In this thesis comparative and analytical methods are used, as well as the study of relevant previous research and publications.

The theoretical part of this thesis consists of definitions and descriptions of terms used in the thesis, also it summarizes the knowledge of the topic, based on a study of previous research in a field of building cross-cultural communication, placing an emphasis on research made by Geert Hofstede and Fons Trompenaars. This analysis is then used in practical part to compare Czech and Russian cultures in order to create a proper strategy of managing cross-cultural team, which members belong to these cultures.

## Results and Conclusion

Practical part of this work is consisted of cultures comparison and following interpretation of the results of that comparison. As a comparative tool were used dimension of Hofstede and some of the dimensions of Trompennars. Only 4 from 7 Trompenaar`s dimensions were implemented due to existing correlations between his model and model of Hofstede. Also one dimension was excluded due to insufficient data available. Remaining dimensions are:

1)     Individualism vs. collectivism
2)     Power distance index
3)     Masculinity vs. femininity

4)       Uncertainty avoidance

5)       Long-term orientation

6)       Indulgence vs. restraint

7)       Universalism vs. Particularism

8)       Specific vs. Diffuse

9)       Affective vs. Neutral

10)     Internal vs. External

Cultural comparison was performed and as a result we obtained potential course of actions regarding managing Czech and Russians employees. In addition, possible conflicts and their solutions were listed. These results are useful in terms of creating a cultural awareness and therefore, cross-cultural competence. The conclusions drawn on the basis of the analysis can be used by managers of international companies to build a communication and management strategy to ensure the successful functioning of the organization in today's business environment.

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