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**Faculty of Economics and Management**

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**Bachelor thesis**

**ABSTRACT**

**The manager in a multi-cultural environment**

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**Summary:**

Aim of this thesis is to reveal and understand all the aspects concerning the topic of leading a multicultural environment. Firstly are introduced to a reader the basic roles and features of a manager and explain what multicultural environment is. Furthermore are explained main importance of communication and aspects of culture and basics of negotiation. Sources of all the necessary information are in most of the cases scientific and specialized literature.

Empirical part is conducted to test theories in practice, thus to analyze a real multicultural environment. Data were obtained by 2 questionnaires, one to test the manager and second one to test his/her subordinates in 2 categories in order to point the differences and possible difficulties, which can occur in aspects of culture and communication, supplemented by recommendations and abilities needed to manage such a environment.

**Keywords:** multicultural environment, Hofstede, cultural dimensions, cross-cultural communication, culture context, organizational culture, national culture, cosmopolitan leader

# 1 Introduction

This bachelor thesis was conducted in order to provide wide look about the topic “The Manager in a multi-cultural environment”. In today’s globalization growth, working in a multicultural environment is becoming more and more usual standard. Despite of people are aware of globalization, there is global lack of knowledge about this topic, because it is underestimated and seen as clear and simple, which often leads to ethnocentrism, thus to unnecessary cultural misunderstanding.

This is why I have choose this topic and the aim of this thesis, to contribute to scientific understanding of the process of cross-cultural meeting, particularly in business world.

## 2 Objectives and methodology

### 2.1 Objectives

Primary goals of this thesis is to introduce to reader basic roles and features of a managers and mainly to analyze, what multicultural environment is, if is it effective and what is needed to know to manage such environment successfully.

Furthermore importance of communication, especially the cross-cultural one and ability to negotiate; then also aspects of culture what everyone should know before confronting different culture, to avoid ethnocentrism, thus misunderstanding, which could otherwise lead to cooperation.

Secondary goal and main aim, is to analyze a real multicultural environment and manager. Compare theories to practice and prove or reject its statements. Further more find out how the environment works, based on values of the analysis and possibly try to equalize the harmony and efficiency of the working group by recommendations.

### 2.2 Methodology

Firstly I reveal theories from books and articles from famous anthropologist to state the terms, about culture and management to fully understand the issue of managing multicultural environment, supplemented by several figures to even closer view.

In the empirical part I choose rather qualitative approach than quantitative with intent to go deep into the problem, nevertheless cannot say it is pure qualitative method either, so I would defined it as mixed method approach.

I have used 2 questionnaires, one for manager and other one for subordinates, with intent to analyze the working environment from both perspectives and thus to get better results.

### **3 Literature review**

In this part I stated all the necessary definitions, findings and theories to full and complex understanding of the phenomenon concerning leading a multicultural environment. This chapter brings reader closer to topics as culture, management, communication and negotiation, which must be clear to one who wants to be able to understand the full implication of this thesis.

### **4 Empirical part**

In the empirical part I focused on qualitative analysis of one particular environment. This research was conducted in order to point the differences in aspects of culture and communication in a working environment, and also to show what should every manager know about his/her subordinates in order to attain synergetic bound, which explore their full potential instead of misunderstanding and ethnocentrism.

For my testing and evaluation I used already existing and academically approved tables, questionnaires and articles to derivated result with higher academic credibility.

### **5 Conclusion**

To conclude the theoretical part, the most important finding is that the culture really plays significant role in everyday life, which makes it even more important for business and process of communication.

Awareness of divergences in communication and culture is considered as huge advantage while working in the international business, but should be rather everyone's obligation, because knowing about cultural and communication aspects is

not just beneficial for business success but even more for our quality of living as human beings.

In the empirical part I focused on qualitative analysis of one particular environment. Results of the testing revealed differences in communication and culture of the team and its manager based on given theories and also pointed on importance of the flexibility, communicativeness and open-mindedness.

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