



IDONEITA' LINGUA INGLESE ENGLISH – EM

Master's Degree in Management
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RICEVIMENTO: SU TEAMS
VENERDÌ ORE 18:00-19:00

STUDIO 3, 1° PIANO
FACOLTÀ DI SCIENZE ECONOMICHE, GIURIDICHE E POLITICHE
SANT'IGNAZIO, 84 (BIBLIOTECA ECONOMIA)



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IDONEITÀ LINGUA INGLESE

CdL magistrale Economia Manageriale



MONDAY		TUESDAY		WEDNESDAY		THURSDAY	
LESSONS		LESSONS		LESSONS		TUTORATO	
TEAMS		TEAMS		TEAMS		TEAMS	
26 April	18:30-20:00	27 April	18:30-20:00	26 April	18:30-20:00		
3 May	18:30-20:00	4 May	18:30-20:00	5 May	18:30-20:00	6 May	15:00-16:30
10 May	18:30-20:00	11 May	18:30-20:00	12 May	18:30-20:00	13 May	15:00-16:30
				T 19 May	15:00-16:30	20 May	15:00-16:30
				T 26 May	15:00-16:30	27 May	15:00-16:30
		T 1 June	15:00-16:30			3 June	15:00-16:30

Working Across Cultures

MARKET LEADER



Business English

Adrian Pilbeam

This unit describes how communication styles differ across cultures.

BEFORE YOU READ

- 2 What personal skills and qualities are important if you want to work successfully with people from other cultures?
- 3 What examples can you think of where differences in communication styles might cause problems when working across cultures?

This unit describes how communication styles differ across cultures.

overseas

foreign clients colleagues

cultures managers behaviours

core personality traits fellow employees

executives communication style differences

HR manager customers interpersonal skills

group harmony expectations

extroversion

The Big Five

- emotional balance
- Extroversion
- Conscientiousness
- Agreeableness
- Openness to new experiences

VOCABULARY**A Understanding expressions**

1 Match 'The Big Five' personality traits described in the article (1–5) with their definitions (a–e).

- | | | | |
|------|-----------------------------|----|---|
| d) 1 | emotional balance | a) | tendency to be original, creative and curious |
| c) 2 | extroversion | b) | tendency to be reliable, well-organised, self-disciplined and careful |
| b) 3 | conscientiousness | c) | tendency to be sociable, friendly, fun-loving and talkative |
| e) 4 | agreeableness | d) | tendency to be calm, relaxed and secure |
| a) 5 | openness to new experiences | e) | tendency to be good-natured, sympathetic, forgiving and helpful to others |



2 Match each of these statements to one of 'The Big Five' personality traits in Exercise 1.

3 a) I like to follow a schedule.

5 b) I have a vivid imagination.

2 c) I start conversations.

4 d) I give time to others.

2 e) I am the life and soul of the party.

1 f) I don't get upset easily.

3 g) I pay attention to detail.

1 h) I am calm, relaxed and at ease most of the time.

5 i) I am full of ideas.

4 j) I make people feel at ease.

1. Emotional balance
2. Extroversion
3. Conscientiousness
4. Agreeableness
5. Openness to new experiences

READING**A Understanding the main points**

Read the article on the opposite page and choose the statement that expresses the ideas in the article most accurately.

- 1 Europeans find it hard to work with people from the Middle East and Asia.
- 2 You need to adapt your behaviour and communication style when working across cultures.
- 3 Maintaining group harmony is the most important quality needed by international managers.



The Big Five

- emotional balance
- Extroversion
- Conscientiousness
- Agreeableness
- Openness to new experiences

Communicating across the cultural divide



A Until quite recently, company leaders who worked closely with foreign colleagues either travelled regularly or were transferred overseas. But the world of work has changed dramatically. Now, many managers regularly interact with foreign clients, vendors or fellow employees without ever leaving their offices.

B For instance, an HR manager in London may, on the same day, talk with a colleague in Asia and a customer in the US. Or a software developer in Dublin can pass on an around-the-clock software project each afternoon to a colleague in California, and

get it back the next morning from a colleague in Bangalore.

C This increased interaction with colleagues in other countries can result in a dramatic contrast in styles, cultures and expectations. That, in turn, makes it more important to ensure your organisation has access to the interpersonal and management skills needed to be effective in the countries in which it operates.

D Research from global HR consulting firm Personnel Decisions International (PDI) suggests that there are significant differences in core personality traits between business leaders from different countries.

E PDI examined responses on its global questionnaire from nearly 7,500 managers and executives in more than 500 organisations across 12 countries. The survey looked at 39 specific traits that make up what industrial psychologists call 'The Big Five' – emotional balance, extroversion, conscientiousness, agreeableness and openness to new experiences.

F Chief among the research findings is the fact that agreeableness and emotional balance account for the biggest differences between managers and executives working across different countries.

G Business leaders in the UK had among the lowest scores on agreeableness – the tendency to seek group harmony – and received average scores in emotional balance. Executives in the UK, as well as other EU countries including Germany and the Netherlands, scored high on extroversion,

meaning they like to work in groups.

H In contrast, managers and executives in countries such as Saudi Arabia and Japan are more concerned about maintaining group harmony, and seem more in touch with their emotions and feelings, but they are less inclined to speak openly.

I Given increased international interaction and big differences in styles and cultures, it is important for you to be able to match your personal and communication styles with those of colleagues in other countries.

J 'Without realising it, you may not put as much emphasis on group harmony, so you are at risk of coming across as more abrupt or non-caring to managers in countries such as Japan or Saudi Arabia,' says Simon Callow, Vice-President and Managing Director of PDI UK.

K And there are other differences. A brainstorming session is a common exercise in the UK, where open group discussion is accepted. However in China, executives scored low on extroversion, preferring to work on problems alone rather than with others. If you propose a brainstorming session with Chinese colleagues, you could be met with great resistance, meaning your effort is likely to be a waste of time.

L To be successful when working across cultures, you need to recognise the differences in cultural behaviours and personality traits so you can learn how to adapt your behaviour and your communication style.

B Sentence completion

Use the words and phrases in the box to complete the sentences.

abrupt come across effort expectations harmony inclined
interaction interpersonal met with resistance non-caring traits

- 1 If you are unlikely to succeed in doing something, then making an extra will probably be a waste of time.
- 2 If you are too direct and unhelpful to people, you may appear to them to be and
- 3 If you are in regular contact with people, that means you have a lot of with them.
- 4 We all have and make assumptions about how people will behave before we meet them.
- 5 People who communicate well with other people usually have good skills.
- 6 are qualities that are part of someone's personality.
- 7 If you do not want to do something, then you are not to do it.
- 8 The impression you make on other people is also how you to them.
- 9 If people really don't want to do what you suggest, then your ideas will probably be
- 10 In Asian cultures, group is important, so people do not openly disagree with each other.

1. effort
2. abrupt / non-caring
3. interaction
4. expectations
5. interpersonal
6. traits
7. inclined
8. come across
9. meet with resistance
10. harmony

C **Synonyms**

Find words in the article which mean the same as these words.

- | | | | |
|---|------------------|----|-------------|
| 1 | chiefs/bosses | 6 | 24/7 |
| 2 | fellow employees | 7 | managers |
| 3 | abroad | 8 | companies |
| 4 | customers | 9 | study |
| 5 | suppliers | 10 | by yourself |

1. leaders (line 1)
2. colleagues (lines 2-3)
3. overseas (line 4)
4. clients (line 7)
5. vendors (line 7)

6. around-the-clock (lines 14-15)
7. executive (line 36)
8. organizations (line 37)
9. survey (line 38)
10. alone (line 86)

D Prepositions

Complete these sentences using the prepositions in the box.

about at for in of on up with with

- 1 Increased contact with colleagues from other countries has resulted big contrasts in ways of working and communicating.
- 2 The PDI survey looked personality traits in leaders from different countries.
- 3 In particular, the study examined the personality traits that make 'The Big Five'.
- 4 Agreeableness and emotional balance account the biggest differences between managers from different countries.
- 5 Managers from Asian and Middle Eastern countries are particularly concerned maintaining group harmony.
- 6 Managers from Asian and Middle Eastern countries are also more in touch their emotions and feelings.
- 7 To be effective as an international manager, it is important to be able to match your communication style those of colleagues from other countries.
- 8 Western managers put less emphasis maintaining group harmony.
- 9 They are therefore at risk coming across as abrupt and non-caring to managers from Asia and the Middle East.

1. in
2. at
3. up
4. for
5. about
6. with
7. with
8. on
9. of

B Understanding details

Read the article again and answer these questions.

- 1 In what ways has the world of work changed in recent years?
- 2 How are some international software development projects run nowadays?
- 3 What is the result of increased interaction between colleagues from different countries?
- 4 What do organisations need in order to be effective in different countries?
- 5 What research did PDI carry out?
- 6 How big was PDI's survey?
- 7 What are 'The Big Five'?
- 8 What was one of the most important findings from the research?
- 9 How did managers from the UK score on the research?
- 10 How did managers from Saudi Arabia and Japan score?
- 11 What can happen when British managers come into contact with managers from Saudi Arabia or Japan?
- 12 What is one potential problem when British people work with the Chinese?

- B**
- 1 Businesspeople have daily interaction at a distance with clients, business partners and colleagues from many other countries without the need to travel or live abroad.
 - 2 They are run globally and around the clock, starting for example in Europe, then being handed over to the US, then to Asia and finally back to Europe.
 - 3 There can be a big contrast in communication styles, cultures and expectations between people from different cultures.
 - 4 They need to have employees with the right interpersonal and management skills.
 - 5 Research into differences in personality traits between businesspeople from different countries.
 - 6 They questioned nearly 7,500 managers and executives in more than 500 organisations across 12 countries
 - 7 Emotional balance, extroversion, conscientiousness, agreeableness, and openness to new experiences.
 - 8 The fact that agreeableness and emotional balance account for the biggest differences between managers and executives working across different countries.
 - 9 Managers in the UK had among the lowest scores on agreeableness, and received only average scores in emotional balance. They scored high on extroversion.
 - 10 Managers in Saudi Arabia and Japan are more concerned about maintaining group harmony, and seem more in touch with their emotions and feelings, but they are less inclined to speak openly.
 - 11 Because UK managers may not put as much emphasis on group harmony, they may appear abrupt or non-caring to managers in Japan or Saudi Arabia.
 - 12 Because managers in the UK and China score very differently on extroversion, activities such as brainstorming could be very unsuccessful with Chinese colleagues.