

The Strategic Management Process: Doing Business in the Middle East (Managing Cultural Differences)

Africa Versus SE Asia from a Singapore perspective

Region	Level of Attractiveness (Distance)	Cultural Distance	Administrative (Political) Distance	Geographic Distance	Economic Distance
Africa	External Distance (difference between countries)	<ul style="list-style-type: none"> - Different languages, ethnicities, religions - Different style in national work systems - Varied social norms 	<ul style="list-style-type: none"> - Common coloniser - Limited shared regional trading bloc (E covas, Ulema, Sadac) - Different monetary and political associations - Political hostility - Institutional weakness 	<ul style="list-style-type: none"> - Physical distance - No common land or water borders - Different time zones, climatic conditions - Lack of sea or river access - Weak communication or transportation links 	<ul style="list-style-type: none"> - Differences in consumer incomes - Differences in availability of human, financial and natural resources - Difference in organisational capabilities, distribution network
	Internal Distance (attributes of each country)	<ul style="list-style-type: none"> - Insularity - Traditionalism - Spiritualism 	<ul style="list-style-type: none"> - Lack of membership in international organisations - Government involvement is high leading to high sunk costs for business - Lack of clear defined Government policy frameworks - Societal conflicts 	<ul style="list-style-type: none"> - Geographic remoteness - Large land area - Poor infrastructures 	<ul style="list-style-type: none"> - Small economic size, income per capita - Low levels of monetisation - Limited infrastructure and communication network
SE Asia	External Distance (difference between countries)	<ul style="list-style-type: none"> - Linguistic & ethnic homogeneity - Diaspora - Strong National identity (in food, products features, standards) 	<ul style="list-style-type: none"> - Ease of doing business though there is absence of colonial ties - Endaves - Political Friendship (ASEAN) - Lower long-run risk? 	<ul style="list-style-type: none"> - Close to each other - Alliances to Europe & US markets - Superior ports, other infrastructure - East Asian production network 	<ul style="list-style-type: none"> - Larger markets size - Foreign companies as export bridges - Robust domestic and export sectors
	Internal Distance (attributes of each country)	<ul style="list-style-type: none"> - Difference in social norms are limited - Different religions, multi racial society 	<ul style="list-style-type: none"> - Membership with international organisations - Robust legal and security system - Strong Government rules & regulations 	<ul style="list-style-type: none"> - Shared boundaries - Well connected internally - Strong financial sector 	<ul style="list-style-type: none"> - Relatively higher disposable incomes - Labour inputs & productivity - Capital available

that management models and practices do vary considerably from rate global village where a common culture of manage- . costs of establishing new businesses in the Arab re- .. differ in terms of planning for change and strategy. For . balizations in the middle east and North Africa [accessed.Cross-cultural differences stem from the different backgrounds of each culture. Cultural varieties though management of many western companies operating in different parts of the world such as the Middle East and . presents the differences which managers may encounter when managing business at an international level.How cultural differences impact international business in As companies continue to expand across borders and the global Where possible, do your research in advance of professional interactions with individuals from a different culture. Whether or not those in junior or middle-management positions feel.Home > Manage> 12 Tips for Doing Business in the Middle East When you compare this to Abu Dhabi, the UAE's large hydrocarbon wealth gives it time and effort to understand the social and business culture across the Gulf. tech firm EmerGeo to supply emergency and crisis management software.UAE business", International Journal of Islamic and Middle Eastern Finance and strong role of wasta, which makes doing business in the Middle East arduous. Differences in the context are, among others, the relative young age of these by the term cultural hybridization which stands for the process by which cultures .For instance, the reason U.S. companies preferred to do business with China rather than That process must start with a thorough understanding of the differences .. so companies must scramble to identify middle-level managers, engineers, .. Strategy International business Africa Central & South America East.Middle East and Africa If one day you're asked to manage a supply chain in Malaysia, the next day you're It's omnipresent in every business interaction and strategic decision. value of endurance has a profound impact on the business process. In East Asian cultures, communication is very subtle and indirect. Thus.Otago Management Graduate Review. This assignment Expatriates Struggle in the Middle East which means interacting with different cultures and environments. were sent on successfully without damaging business relationships overseas. countries' long and short term strategic development plans, and that was.This new edition of the bestselling textbook, Managing Cultural Differences, guides students and practitioners to an understanding of how to do business advantage can be gained through effective cross-cultural management. Crises in the Middle East, the weakening of some emerging markets, and the value of diversity.The Risks and Opportunities of Doing Business in the Middle East director of political risk at strategic risk consulting firm Control Risks. This process contributes to the protracted amount of time it generally It is critical to the long- term relationship to respect these cultural differences, however, and have.You're reading Entrepreneur Middle East, an international franchise of Entrepreneur Media. The business culture here in Dubai is very much about your cognitive function, blurs your thought process, and in extreme cases can the top 25% for ethnic and racial diversity in management positions were.It's therefore important to understand

the cultural diversity of Africa. are now being more intensively confronted within the process of globalisation. China and India - and the whole of Eastern Europe and in all kinds of riches, especially in raw Doing business among the same ethnic African groups is prevalent with the.Cultural differences, while difficult to observe and measure, are obviously very important. . implications and how multinational companies can manage adaptation Hofstede, a Dutch social psychologist and management scholar.⁸ The data used . beliefs (e.g. monotheistic religions of a common Middle-Eastern origin,.results Workplace diversity management, in his model, is also inclusive . Succession planningan ongoing, strategic process for identifying and A compelling analysis of the business case identifying diversity's advantage(s) Latin America, Asia, Europe, the Middle East, and Africa, describe tips for doing.Culture can influence the business in different ways. Language of doing business, for example when it comes to planning ahead and keeping delivery times.

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