

## **Managing Cross-cultural Diversity: Issues and Challenges in Global Organizations**

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**ABSTRACT:** *Today, globalization has become a reality. Advances in the field of information and technology and liberalization in trade and investment have increased the ease and speed with which companies can manage their global operations. Due to globalization, many companies are now operating in more than one country. This crossing of geographical boundaries by the companies gives the birth of multicultural organization where employees from more than one country are working together. It may be true that companies are finding these expansions as attractive and lucrative but operating and managing a global business is normally a lot tougher than managing a local company. The global business is affected by a number of factors like differences in socio, economic, cultural, legal and political environments. The global business is also prone to a number of risks like political risk, currency risk, cross-cultural risks etc... Human resources are required to perform at all operational levels across all business units be it domestic or global. In such circumstances, the risk of cross cultural discrepancies is inevitable. The aim of this paper is to find out these discrepancies and then suggest some effective solutions to manage effectively the cross cultural aspect of human resources for the success of global business.*

**Key words:** *cross-culture, globalization, global business, expansion, diversity*

### **I. INTRODUCTION**

Due to globalization, many companies are now operating in more than one country. This crossing of geographical boundaries by the companies gives the birth of multicultural organization where employees from more than one country are working together. It may be true that companies are finding these expansions as attractive and lucrative but operating and managing a global business is normally a lot tougher than managing a local company. The main reason for the expansion of companies is to create global competitiveness by reducing production costs and exploiting market opportunities offered by trade liberalization and economic integration. Effective knowledge and use of cross cultural diversity can provide a source of experience and innovative thinking to enhance the competitive position of organizations. However, cultural differences can interfere with the successful completion of organizational goals in today's multicultural global business community. To avoid cultural misunderstandings, managers should be culturally sensitive and promote creativity and motivation through flexible leadership.

### **II. LITERATURE REVIEW**

Cross-cultural management is obviously important and has a great effect on the success of international business operations. Cullen and Parvotceah (2008) have reported that international business management is inseparable from the sphere of patterned cultural behaviors because culture is represented in terms of the pervasive and shared beliefs, norms, values, and symbols that guide the everyday life of different groups of people. International managers have to decide to choose and adjust their strategies aligned with each country's culture. The traditional strategies used by management to manage culturally diverse workforce are proving inadequate and may not be able to solve the problem of cross cultural diversity in the era of globalization. In order to enlighten the management to solve this problem with some novel approach this paper intends to find out about culture, diversity and how to manage the culturally diverse workforce in the era of globalization with the following objectives:-

**The Objectives of This Study are to Find out**

- [1] The concept of culture, diversity and their importance in global organizations.
- [2] The issues and challenges of cross cultural diversity.
- [3] Recommend the necessary strategies to manage culturally diverse workforce.

# Foundations And Mastery Of Global Diversity Challenges

**Patrick Vollmar**



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