



**RESEARCH ON THE “INCLUSIVE” CULTURE CONSTRUCTION OF
MULTINATIONAL CORPORATIONS: A CASE STUDY OF BC CORPORATION**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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Thematic Certificate

To

LI QIANYA

This independent study has been approved as partial fulfillment of the requirements for International Master of Business Administration in International Business Management

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ABSTRACT

Title: Research on the “inclusive” culture construction of multinational corporations: a case study of BC corporation.

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Degree: Master of Business Administration

Major: Business Administration

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With the development of the “multicultural transnational operation,” transnational corporations will be confronted with increasingly strange cultural surroundings. As an objective phenomenon and process of existence and change, multicultural coexistence is the necessary stage and inevitable trend of the development of multinational enterprises in the process of globalization. Different cultural backgrounds and differences in the values, behaviors and codes of conduct that they follow have caused different degrees of cultural friction and cultural shock in enterprises. It is necessary to establish harmonious interpersonal relationships and a harmonious working atmosphere in order to balance the relationships between various cultural subjects in an enterprise. Enterprises to develop transnational, in addition to enter the country must understand the market and its operation rules, and it must also understand the social culture, interpersonal rules, enterprise management mode and its underlying cultural factors, etc. This inevitably leads to the implementation of the strategy of multinational companies in relation to global problems. Based multinational company BC is put forward for the construction of multinational enterprises’ “inclusive” culture, hope in the complex environment of syncretic nationality, and to find a way to promote the cultural construction of cultural fusion.

Keywords: Multinational Corporations ; Cultural Construction ; Cultural Integration

摘要

题目： 跨国公司“包容型”文化建设研究—以BC公司为例

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25 June 2018

随着“多元文化跨国经营”的开展，跨国公司将面临越来越多的陌生文化环境，多元文化共存作为事物存在和变化的一种客观现象和过程，是全球化进程中跨国企业发展的必经阶段和必然趋势。不同的文化背景，各种遵循的价值观、行为方式和行为准则的差异在企业内部造成了不同程度的文化摩擦和文化冲突，能否平衡企业内部各个文化主体的关系，则需要建立“和”的人际关系与“谐”的工作氛围。企业要跨国发展，除必须了解进入国家的市场及其运作规则外，还必须了解其社会文化、人际交往规则、企业管理模式及其背后的文化因素等，这必然给跨国公司在全球战略的实施带来困难。本文结合跨国公司BC公司提出来跨国企业“包容型”文化的建设，希望在多国籍融合的复杂环境中，找到一种促进文化融合的文化建设方式。

关键词：跨国公司；文化建设；文化融合

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After several months of hard work, my dissertation is about to be completed. I recall the whole process of the paper, the trivial and plain work, every detail, every word and every sentence. I thought that it would be easy for me, but I didn't realize that the process was so arduous. I would like to take this opportunity to express my deep gratitude to those who have helped me.

First of all, I would like to thank my advisor for guiding me seriously; it is thanks to your guidance that I have been able to produce such a high-quality dissertation.

Secondly, I would like to thank all the lecturers for their help when I was studying at Siam University. I thank all the teachers of the college for their dedication. This is their hard work. Now I can successfully complete my studies and create a new chapter in my life.

Thirdly, thank you to my classmates for their company: I had a great time during my MBA study.

Finally, I would like to thank my family for their support. My lovely father and highly respected mother, your love has always been with me – this is my greatest wealth.

Table 1: Technology roadmap

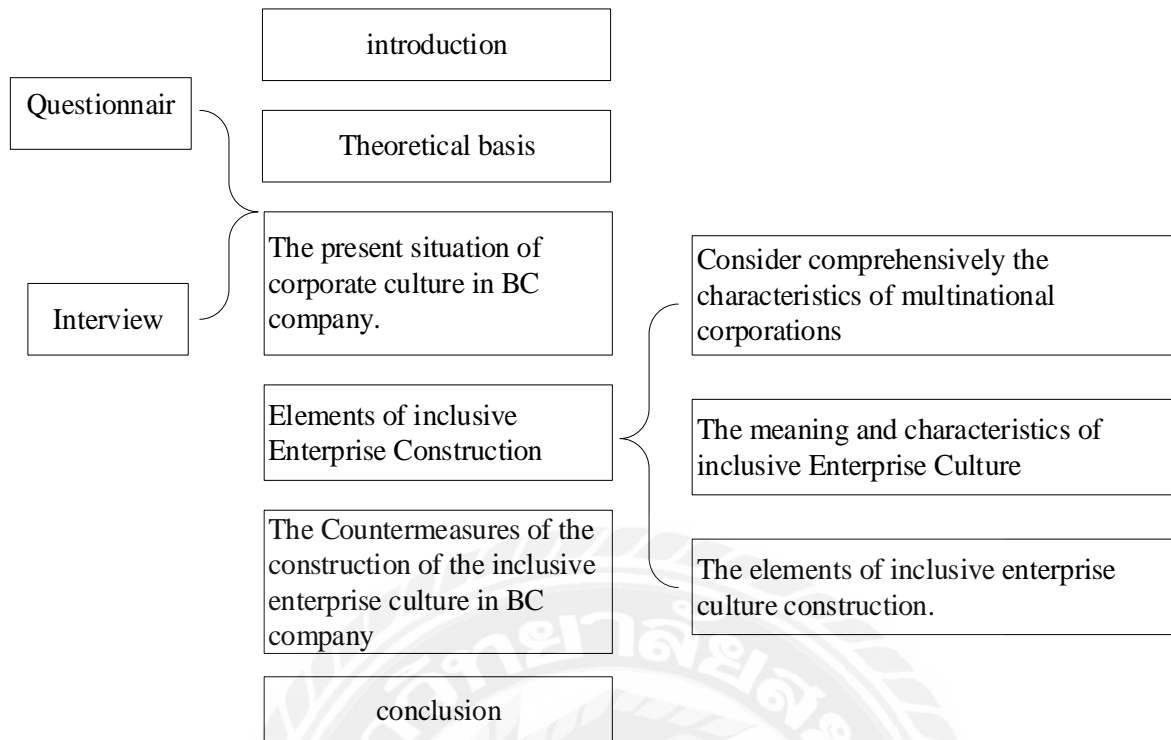


Table 2 Internal structure of the company

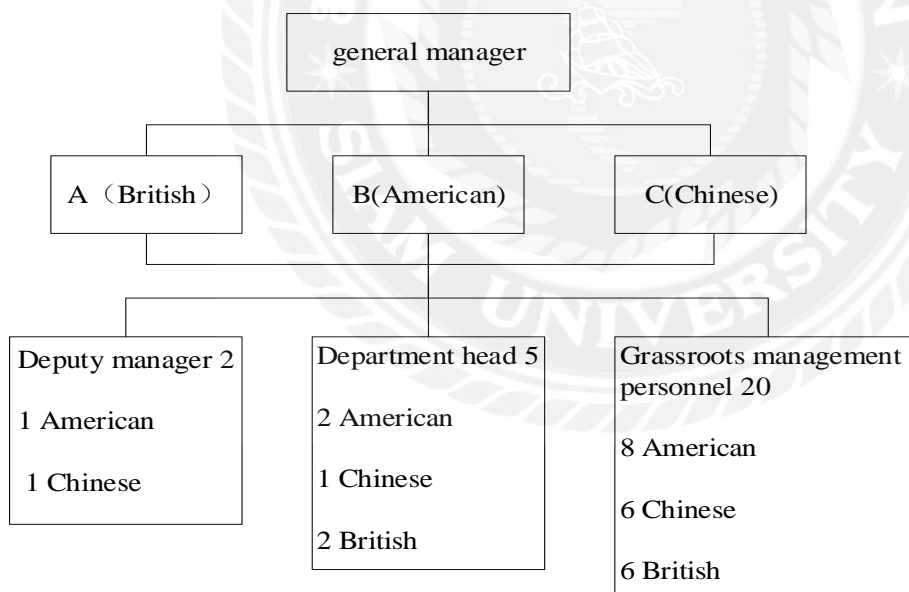


Figure 1: Nationality distribution.

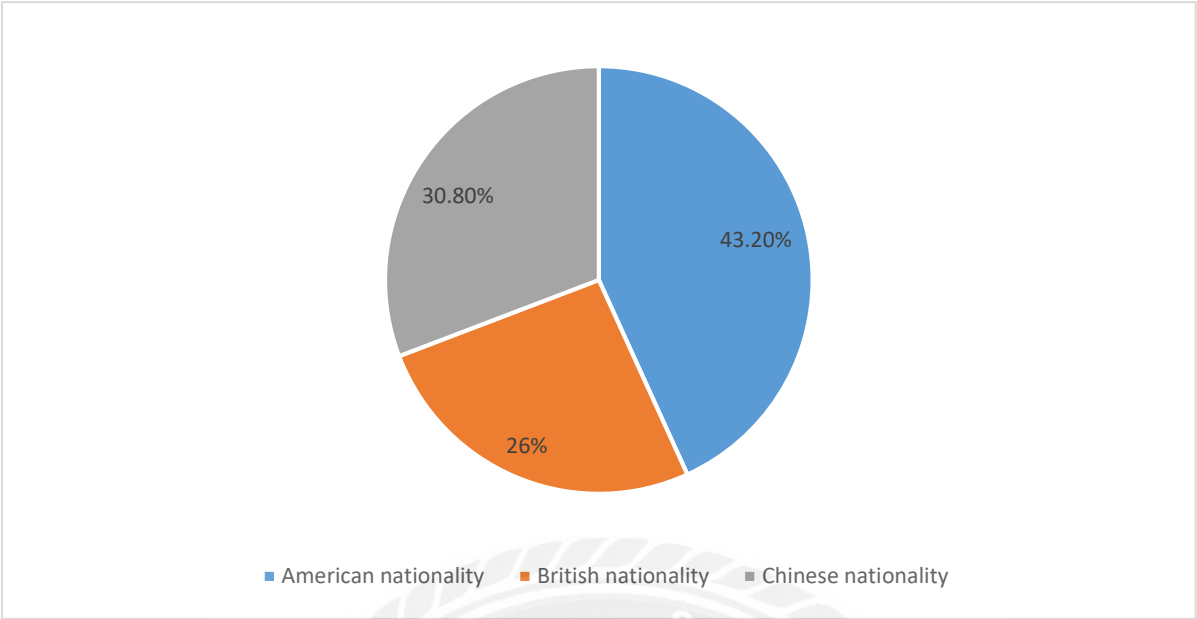


Figure 2 Nationality distribution.

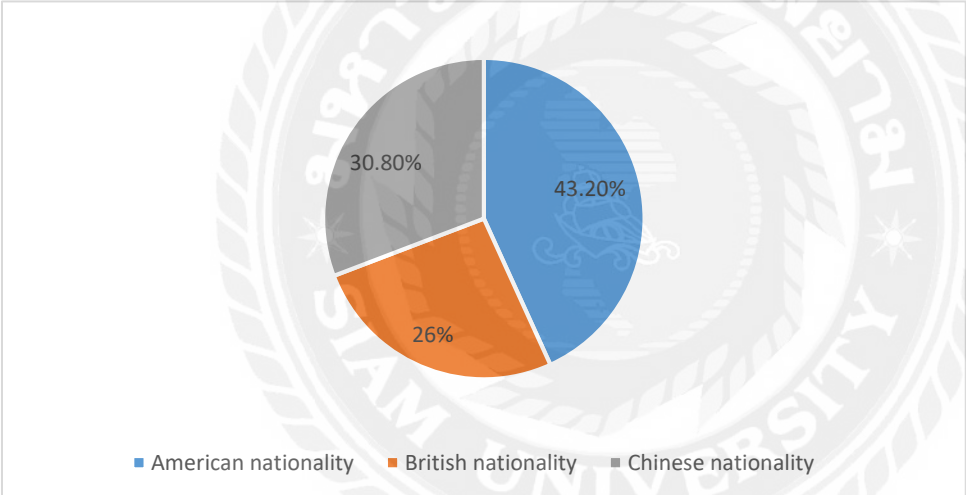


Figure 3 Job distribution.

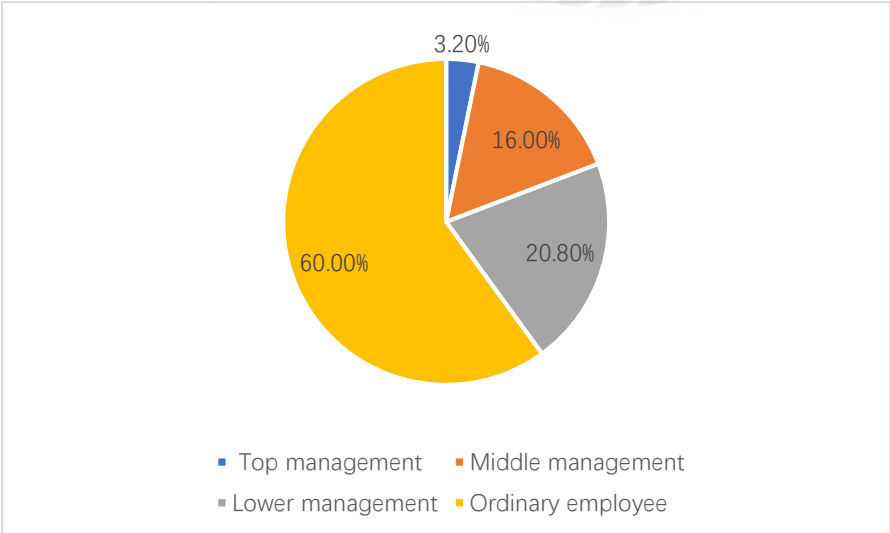


Figure 4 Employee perception.

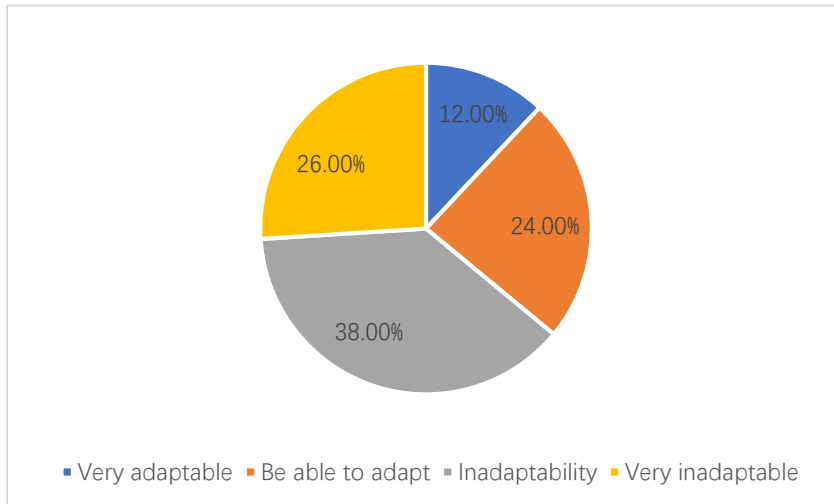


Figure 5 The degree of cultural conflict.

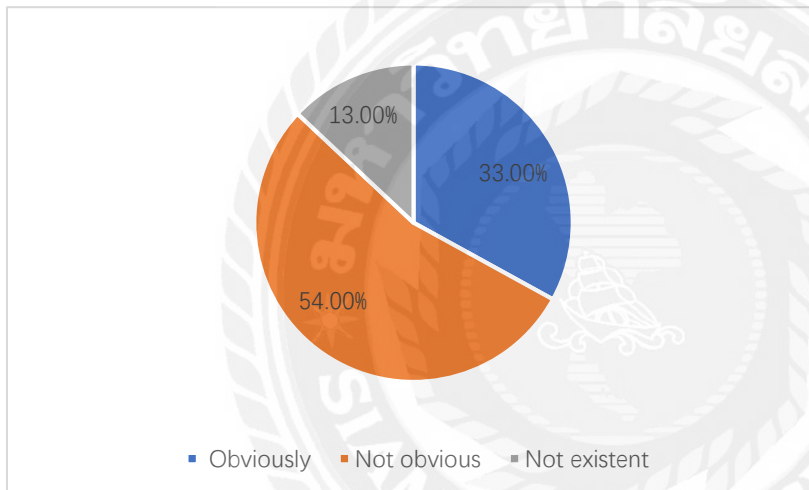


Figure 6 The root of cultural conflict.

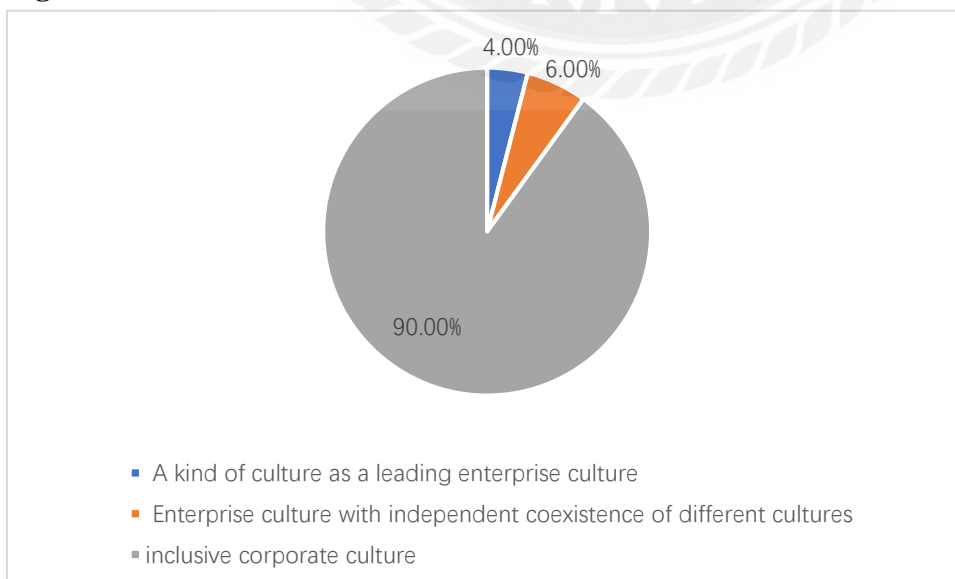


Figure 7 The cultural atmosphere that employees like.

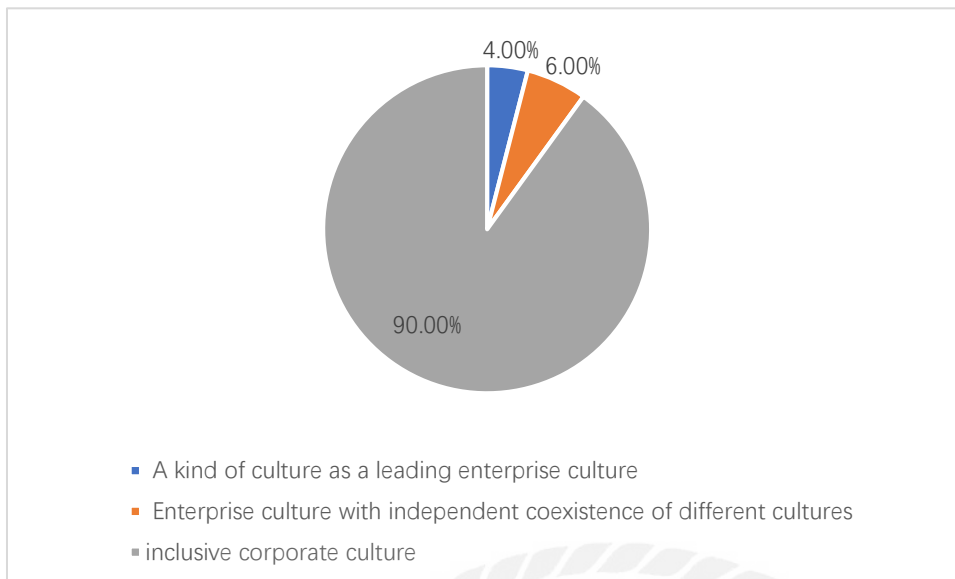
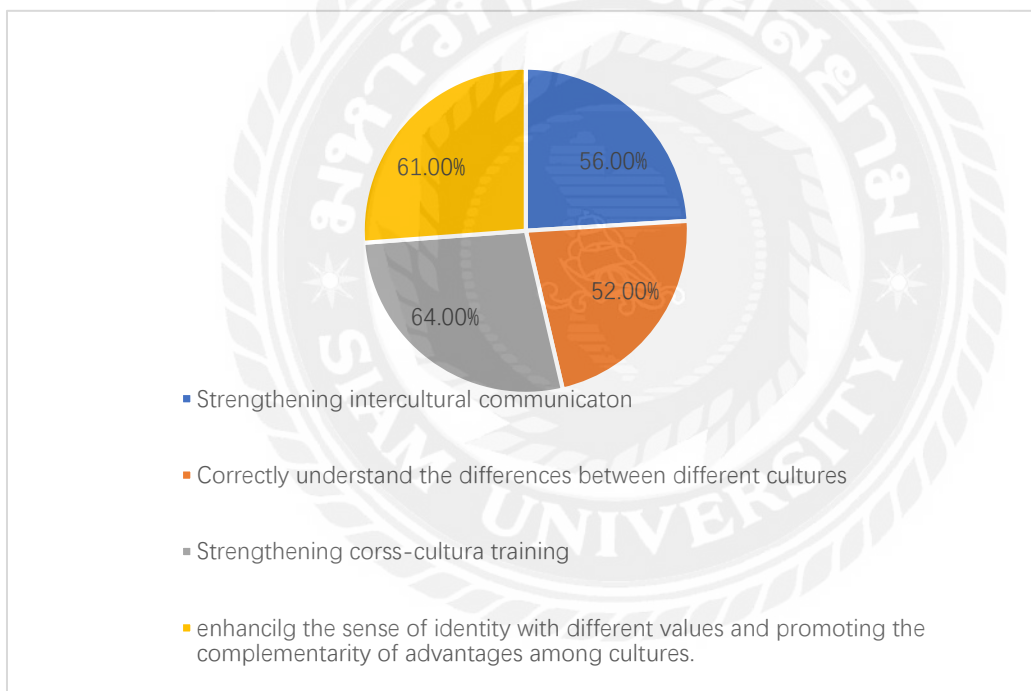


Figure 8 Preparation for cultural construction.



CHAPTER 1 RESEARCH ON THE “INCLUSIVE” CULTURE CONSTRUCTION OF MULTINATIONAL CORPORATIONS: A CASE STUDY OF BC CORPORATION

CHAPTER 1 INTRODUCTION

1.1 Research background

Enterprises are the cells of society, and enterprise culture is a kind of microscopic culture. Since culture is divided into a broad sense and a narrow sense, enterprise culture, as a micro-cultural phenomenon, should undoubtedly be distinguished from the broad sense and the narrow sense. Broadly speaking, it includes both the material culture of an enterprise, namely the tangible “culture” or “hard culture”, and the spirit of an enterprise culture, namely the intangible “implicit culture” or “soft culture,” such as the production and operation environment, equipment and products, enterprise organization structure and the various rules and regulations, the enterprise management philosophy, the management style, the internal mutual group communication and mutual restriction of specifications, the values of enterprise staff, historical tradition, habits and customs, rules, and so on. In the narrow sense, the enterprise culture as a specific management concept refers to the enterprise value system based on the value concept and behavior mode of this decision. These value systems and behaviors are permeated and reflected in all the business management activities of the enterprise, which constitute the spiritual pillar of the enterprise and form the practice and tradition of the enterprise. Although it is determined by material culture, it is not presented in a physical form as the product or equipment, which is independent of the human body and can be seen, touched and easily changed. Instead, it is embodied in the thoughts and actions of employees by an invisible force, and as an atmosphere that pervades the whole enterprise. Although it does not exist in a physical form, it is not easy to change, and the enterprise can feel its existence all the time.

Corporate culture contains wisdom, including morality and values, which is an ideology that has a dominant role in the production and operation of enterprises. It is a subconscious mind. Its integrated embodiment of the end, all show in the "image and credibility" of the enterprise, it is like an invisible hand, it regulates the enterprise operation mode and the staff behavior, it determines the rise and fall in the survival of enterprises. The intelligence, cohesion and creativity formed by the enterprise culture is an intangible asset and a productive force.

Multinational companies to adapt to global competition in the economy and gain a place in the competition, make oneself can be sustained, steady development of multinational culture management is very important in terms of research. In this paper, based on the perspective of multinational culture, management research can make multinational company internal staff from different countries and nations strengthen cultural communication and exchanges on both sides, face to face with heterogeneous cultural differences caused by cultural conflicts, so as to strengthen the multinational companies in readiness for stressful external cultural conflict and processing power, expanding their overseas operations.

When the enterprise is transnational, it is confronted with a culture that is fundamentally different from that of its home country and the values, attitudes and behaviors that are determined by this culture. These differences create new challenges for managers' expectations of the new cultural environment. Nowadays, the management process of transnational enterprises presents very complex and changeable features. Managers are faced with more than just routine management variables. They also face management challenges brought by different cultures. Cultural differences directly affect the practice of management. Due to people's different value orientation, people in different cultural backgrounds adopt different behaviors, which leads to cultural friction. The main purpose of cross-cultural management research is to design an effective organizational strategy and structure, reduce cultural friction and effectively use human resources in different cultural environments.

BC is a joint venture between China and the United States. Because of the different nationalities of the shareholders, BC company employees come from different countries, and the internal environment is more international. When it was first established, BC company began to set up the enterprise culture, hoping to create an undivided cultural environment for employees of different countries, skin color and ethnic groups. However, it has been found that cultural construction is not very satisfactory in practice, and some problems are neglected in the process. So, I hope through BC company to explore the key factors of multinational enterprise culture construction, find the "tolerance," the main points of the construction to a cultural construction more targeted, more contributes to promoting the development of the BC company.

1.2 Research purpose and main content

Based on BC company as the research object, a multinational company in the domestic and foreign scholars on the basis of the research on the corporate culture, corporate culture related theory as the instruction, draw lessons from the us and Europe, countries such as the excellent enterprise culture construction method, the cultural integration as the fundamental starting point of the enterprise culture construction, with a tolerant attitude towards cultural differences in different countries, adhere to the principle of people-oriented, the pursuit of the common development of enterprises and employees.

The main research contents of this paper are:

Chapter 1 introduction: The background of this thesis is presented, and the research ideas and methods, content, innovation points and shortcomings of this paper are summarized.

Enterprise culture in the second chapter related theory review; this paper expounds the origin, concept, structure, the core of enterprise culture and internal and external factors, and the study of practical problems as theoretical support and guidance.

Chapter 3 examines the corporate culture of BC company: It includes a brief introduction to BC company's profile, the development history and status quo of corporate culture in BC

company, and the gaps and main problems existing in the construction of enterprise culture.

The fourth chapter analyzes successful cases of multinational enterprise culture construction at home and abroad and summarizes the key elements of multinational enterprise culture construction.

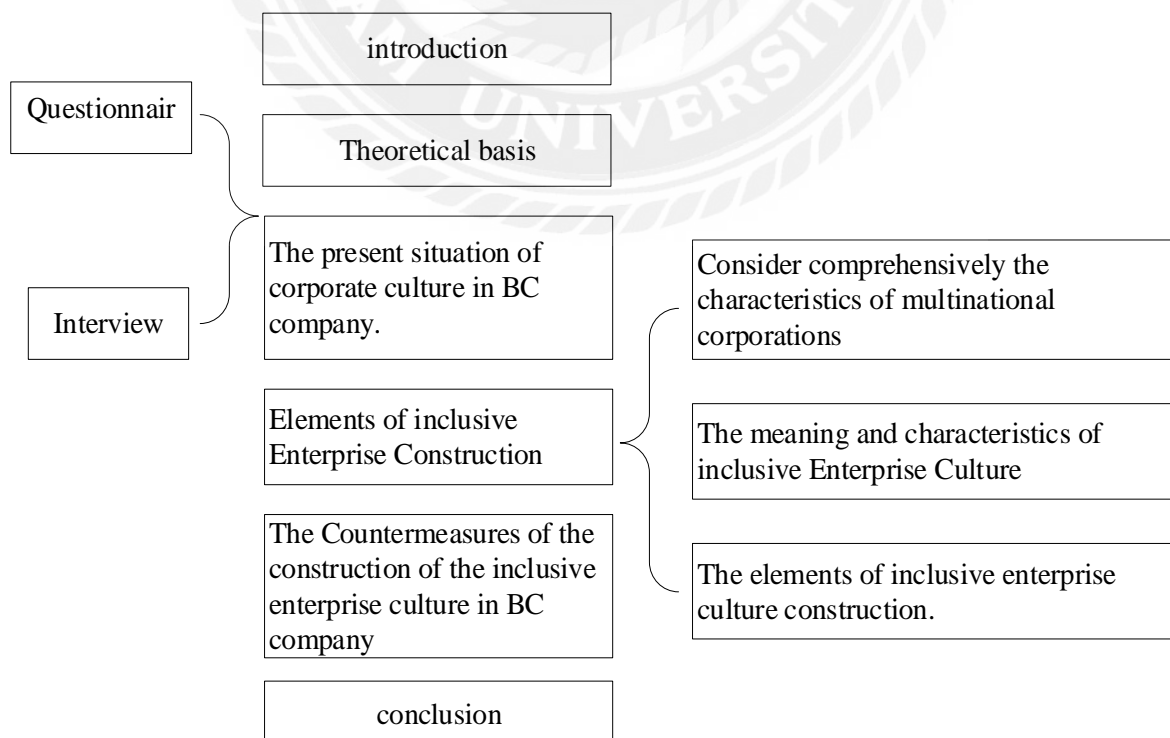
Chapter 5 examines the BC company enterprise culture construction strategy: First, analyzed the enterprise culture construction should follow the basic principles and general procedure, and then focuses on four kinds of structural elements, namely material culture, behavior culture, system culture and spiritual cultural factors of BC company's enterprise culture carried on the thorough analysis, and proposed the BC company enterprise culture system, make the enterprise culture.

Summary and prospects: This section summarizes the content of the paper and the main conclusions, points out the deficiencies in the research, and suggests the direction and prospects for the future development of enterprise culture construction.

1.3 Research methods and technical route

In order to understand the BC company culture and enterprise culture construction's actual situation, the author carries out an in-depth examination of BC company, through investigation and interviews with employees, and according to different international staff that the differentiation classification, in order to understand the needs of the employees in terms of culture, and provide a powerful reference basis for corporate culture construction.

Table 1: Technology roadmap



CHAPTER 2

THEORETICAL BASIS AND LITERATURE REVIEW

2.1 Definition of relevant concepts

2.1.1 Definition of enterprise culture

Since the 1980s, the academic and business community of our country have been discussing corporate culture. Up to now, Westerners have not given a unified definition of corporate culture, and the definitions of corporate culture given by Chinese academia and the business community are multifarious, and there are different opinions.

1. Foreign scholars' views concerning enterprise culture are mainly as follows:

(1) William Ouchi believes that the culture of a company is made up of its traditions and ethos. In addition, culture also contains a company's values. Such as aggressive, defensive, flexibility is to determine the activities, opinions and modes of action of values, managers are extracted from employees' examples this model, and convey it to future generations of workers (William, 2007).

(2) Thomas J. Peters and Robert H. Waterman in their "Finding an advantage – the most successful experience in the United States" hold that enterprise culture refers to the common values and guiding concepts of an enterprise. It is a tradition that can make each part of the enterprise coordinate with each other, and it can provide the enterprise's employees with lofty ideals and opportunities to achieve great things (Thomas & Robert, 2004).

(3) Peters and Waterman point out that employees make extraordinary contributions, thereby creating a high-value sense of purpose. This sense of purpose comes from the passion for production and products, the desire to improve quality and service, and the encouragement of innovation, as well as the recognition and honor of everyone's contribution, which is called "enterprise culture" (Thomas & Robert, 2004).

In short, foreign scholars' understanding of enterprise culture has the following similarities: Enterprise culture is a people-centered method of enterprise management, emphasizing the building of enterprises into a community of destiny in which everyone has a sense of a social mission and responsibility. The core of enterprise culture is the common values cause, and values are the motivating force behind the prosperity of the enterprise.

This Bakhtinian concept has been recently redefined by Boje (2008: p. 194) to mean "the interplay of centripetal (centering) and centrifugal (decentering) forces of language." In our framework, organizational storytelling tends to involve a dynamic of antinarratives put forth to "control" the meaning of events and changes as well as other antinarratives challenging or breaking that control apart. For our purposes, it is interesting to focus attention on the dynamics of control and resistance as part of the ongoing storytelling in merging MNCs.

2. Domestic scholars' views concerning enterprise culture are mainly as follows:

(1) Three levels of spirit, system and image: Enterprise culture can be divided into three levels: enterprise spirit (including the common concept, business philosophy, group awareness, moral concept and code of conduct, etc.); enterprise system (including enterprise strategy, business mechanism, management model, organization structure, legal means and marketing system, etc.); and enterprise image (including the enterprise's brand, reputation, customs, factory capacity, factory appearance, technology and facilities, etc.).

(2) Value philosophy says that the enterprise culture is the value principle that the enterprise believes in and puts into practice. Formally speaking, it belongs to the concept of human thought category. From the content point of view, it reflects the enterprise behavior value concept. In nature, it belongs to the value principle of standardizing the behavior of enterprises.

(3) The broad sense features: The broad sense corporate culture refers to the sum of material wealth and spiritual wealth created by the enterprise in the process of operating. The narrowly defined enterprise culture refers to the ideology, values and behavior habits with enterprise characteristics formed in the process of development, and its core is the values of the enterprise.

When defining enterprise culture, some domestic scholars investigate from the perspective of the material carrier, some from the perspective of the spiritual content, some from the perspective of the unity of the material carrier and spiritual content, some from functional role to investigate. But enterprise culture is the sum of the material culture and spiritual culture in enterprises, which is a basically recognized definition.

To sum up, enterprise culture can be divided into a broad sense and a narrow sense. A generalized enterprise culture refers to the sum of material wealth and spiritual with their own characteristics created by the enterprise in the process of operation, i.e. the sum of enterprise material culture, behavior culture, institutional culture and spiritual culture. A narrow corporate culture refers to the corporate ideology with corporate values as the core.

2.1.2 Transnational corporations

As a new type of organizational structure pattern, the name "transnational corporation" has not been uniformly adopted for a long time. In 1974, the United Nations economic and social council adopted the draft code of conduct for transnational corporations and gave a definition of transnational corporations. It refers to the international large-scale monopoly enterprise that engages in localized production, sales and other business activities in the capitalist countries of the world, extends its business scope to all parts of the world and sets up branches in many countries and regions.

We argue that MNCs as organizations are based on globalization and nationalism as constitutive discourses and ideologies. On the one hand, we can see that MNCs are both products and agents of globalization (Fiss et al., 2005; Guillen, 2000). Consequently, there are often various kinds of globalization antinarratives circulating around MNCs. Such antinarratives are also likely to be used to make sense of mergers and acquisitions that create

new MNCs. For example, discursive strategies such as the inevitability of internationalization (Leonardi & Jackson, 2004) or the emphasis on synergies derived from internationalization (Vaara et al., 2006) can be seen as manifestations of globalization antinarratives.

In combination with the international definition, we usually give the following statements to multinational companies. A multinational company mainly refers to the large monopoly to their country a base, to expand overseas business, set up a subsidiary in another country for production, sales and other business activities, consisting of the parent company and its subsidiaries' integrated economic entity. But this definition doesn't mean companies doing business abroad, even multinational corporations and companies, must be large international enterprises first, and if a monopoly, manipulation, namely can influence the international market on the development of a product or trade the kind of "international large monopoly."

2.2 Cross-cultural management

2.2.1 The concept and characteristics of cross-cultural management.

Cross-cultural management in the late 1970s, the subject research rise, and gradually developed in the United States, academic and called it "cross-cultural management," mainly refers to the humans involves different cultural background, objects, event management, how the turtle research under the condition of intercultural conflict of heterogeneous Wen Yu overcome through effective management, purpose is to through the different forms of cultural atmosphere designed to adapt to the management system of enterprise survival and the further reasonable configuration enterprise resources, utmost ground drain the value and potential of the enterprise human resources, to improve the effect of enterprise comprehensive benefits. From this perspective, cross-cultural management disciplines have different characteristics from other disciplines.

1. The complexity

On the basis of traditional management, cross-cultural management and the concept of a cultural dimension have been added, which will increase the complexity of management to a new height in expanding the horizons of management while at the same time also increasing the difficulty of management. In the past, management only need to consider personality and organizational personality, but in cross-cultural management, besides these two considerations, national personality is also considered. Traditional management is generally in a homogeneous or roughly similar cultural background, and cross-cultural management will make the two or more different nature under the cultural background; what is more, some large, multinational companies around the world have subsidiaries, which means they integrate dozens of different cultural backgrounds among the company staff.

2. The particularity

As regards the different management functions, which involve a wide variety of different

aspects, including production, personnel, finance, marketing and others, the cross-cultural management is different; the key lies in people with different cultural backgrounds in the multinational enterprise management research. commonality

Cross-cultural management cannot be carried out solely on the basis of the management culture of a certain country or region. It is the pursuit of the management of human commonality with the greatest extent under the precondition of conforming to the form of international practice.

3. The consultative

In the absence of references, cross-cultural management can only adopt the method of mutual negotiation, under the principle of “seeking common ground while putting aside differences” to effectively resolve a conflict, rather than the wishes of one party over another

2.2.2 The importance of cross-cultural management

1. It has a guiding role for multinational companies and their employees.

The guiding role is divided into behavioral orientation and value orientation, and the value and spirit of an enterprise are of long-term significance for the enterprise in expanding its business scope. Through cross-cultural management, transnational corporations form.

To become a parent company with various subsidiaries it is necessary to follow a corporate culture, including values, a code of conduct, material performance, etc. These internal all employees of the enterprise value and play a guiding role behavior orientation, so as to make it more in line with the overall goal of the company setup. By guiding the psychological behavior of employees, this orientation accepts the common values of transnational corporations, so as to consciously integrate the goals they pursue with the goals of the enterprise. It has a binding effect on multinational corporations and their employees.

Share a common culture of the multinational corporation management is a kind of soft constraint function, made clear the direction of the multinational corporation management, what is good for the company, what actions against the company, not only the enterprise itself provides a layer of immune protection, and can improve the enterprise staff's positive initiative and more self-discipline, improve their sense of responsibility and sense of mission. The constraint here is not an external institutional rigidity, but an internal soft constraint. A person, in the multinational companies from different countries and regions, with different economic, political, and cultural background, which will determine their life, behavior, and different ways of thinking, it's decided by a form of external, have mandatory to regulate their unification is not realistic, the result is also invalid, only with a common corporate culture can influence the thoughts and actions of effect to them, to form effective constraint and control.

2. It has a cohesive effect on multinational companies and their employees

The formation of corporate culture management of multinational companies can produce a strong cohesive force; it makes enterprise staff as a target group a consistent unified whole,

allowing them to develop the individual's future as being closely linked to that of the enterprise, where their talents can be put to good use. The centripetal force is based on sharing with the enterprise, the common ideological level, the common corporate culture as a kind of adhesive that will hold each subsidiary of different countries, different regions together, enabling them to work together to promote the long-term development of the enterprise.

3. Incentives for multinational companies and their employees

As a kind of spiritual strength, an inspiration, which can make the staff a strenuous enterprising spirit of effect, it belongs to a kind of inner guidance rather than an external drive. This is the spirit of enterprise culture formed by the incentive effect. It can allow enterprise employees, through cross-cultural management, to form a common purpose, vision, goals and values, so they can produce a profound resonance. This is a positive goal for the enterprise to strive to offer, and for the enterprise to emulate at the same time, so as to realize the self-value of life.

4. Promote the sustainable development of transnational corporations

Folk wisdom with a statement like this, "small businesses see the boss, medium-sized enterprises management, culture, brand effect, the importance of the visible in a multinational company culture, corporate culture belongs to the intangible assets, can produce large companies see article therefore has strong expansion drive and vitality. Corporate culture, though it cannot directly create economic benefits, can affect production and sales through the management of the enterprise staff, and a series of links, and thus indirectly affect the enterprise benefit. It can be concluded, therefore, that an enterprise's development and destiny is a kind of potential, a huge cultural productivity. Material data will always be exhausted, but corporate culture is a kind of renewable energy, sustaining the sustainable development of enterprises. Even if the enterprise is not good, a culture can still grow, but without a good corporate culture it is difficult to achieve sustainable development of the enterprise. So it is only through cross-cultural management to form a set of unique to fit the development of the company a good corporate culture, multinational companies to obtain sustainable development in the fierce international competition power.

2.3 Research status at home and abroad

2.3.1 Foreign theoretical research trends and levels

Western scholars started multinational culture management research earlier, making theoretical achievements and leading to the "hundred flowers" boom. These experts and scholars reached consensus in one aspect, which was to ignore the existence of cultural differences, which cause the birth of cultural conflict and thus inevitably lead to the failure of multinational companies and overseas businesses. These can be internationally influential multinational business failure cases. As a result, these experts have respectively from the understanding of cultural differences and analysis, strategic methods dealing with cultural

differences and the cultural conflict, cross-cultural business management three aspects to study and draw their own views and theories.

A: study of cultural differences

1) Hofstede's five-dimensional theory of culture

Hofstede (1991) is a famous Dutch intercultural expert, and he is also the first scholar in the world to put forward the cultural subdimension mode. From the early 1970s, from the world-famous Hofstede IBM group in the world to extract the 50 samples of all the subsidiary, investigating its nearly 160000 managers, collected a large number of valid data and analysis, summarized that the four aspects of the different cultural values differences. Until after the 1980s, the Hofstede cooperation, jointly with other scholars, had made up at that time due to the constraints to this important area of mainland China because of the defects of investigation and study, which lasted for more than ten years, and finally put forward the cultural analysis of the fifth dimension. These five dimensions are power distance, uncertainty avoidance, individualism and collectivism, masculinity and femininity, and long-term and short-term orientation. The theory of "five dimensions of culture" is the most widely used and most influential in the field of intercultural theory (Hofstede & Michael, 1998).

Power distance refers to when there is power distribution inequality in the organization, people to its acceptance, is all kinds of social and cultural groups widespread phenomenon, it can use the size of the right gap index PDI (power distance index). In a society with a large power gap, people have a strong sense of hierarchy and superior authority. They are not open-minded and there is little interaction or trust between employees; they are willing to submit to the more authoritative guidance and control, and at the same time are also worried about their own ideas and the difference between their opinion and that of the leadership. In contrast, in a society with a smaller power gap, people are less hierarchical and believe that there is an equal relationship between people, and the boss adopts trust management and democratic leadership. There is honest, mutual help between staff, and they want their work to be approved by the leadership and be satisfied with their pay, but they don't see eye to eye when their own opinions and leadership, they will directly.

Uncertainty avoidance refers to the extent to which a society is affected by the uncertainty and ambiguity of a situation. A society with weak uncertainty avoidance has established rules and regulations, and does not like risk and innovation, and the management mode is mainly task oriented. In contrast, a society with strong uncertainty avoidance places little emphasis on control, has an open mind, encourages innovation and is tolerant of different viewpoints.

Individualism and collectivism are two different cultural characteristics that are directly linked to the historical background of cultural development; some countries pursue collectivism, some the supremacy of individualism. In collectivism-oriented countries, people depend emotionally on organizations, usually from the moral standpoint of dealing with their relationship with an organization, and they think the conditions offered by the organization and collective decision-making are very important and they attach great importance to the stability

of the position in an organization. In a country that is individualistic, people are emotionally and organizationally independent. They only care about the rights of the individual, and they establish their relationship with the organization on the basis of personal interests. People believe that personal life and personal decisions are important, and they value freedom and challenge at work.

Masculinity and femininity are two cultural tendencies that Hofstede proposes are based on the division of labor between different gender roles. The so-called “masculine tendency” refers to success, the acquisition of property and status as the dominant values of the society. The success of the enterprise and the accumulation of wealth are considered to be successful, and the individual is the independent decision-maker. In contrast, the tendency of femininity is the opposite of that of masculinity. Focusing on interpersonal relationships and quality of life are the leading values of women’s society. People attach great importance to cooperative relations and advocate collective decision-making.

Long-term orientation and short-term orientation is Hofstede in the late 1980s, the Chinese mainland in this important area to join the empirical research and combining with the traditional Confucian cultural values analysis it is concluded that the fifth dimension, whether it refers to the people in the implementation of the strategy of long term vision to look at. The difference between short-term and long-term cultures lies in the difference between strategic perspectives: focus on past and present outcomes, and long-term goals.

B deals with cultural differences and related theoretical studies of conflicts.

1) The strategy of using cultural differences to gain competitive advantage of Schneider and Jane (2002).

Swiss management scholar Schneider and French scholar Jean is how to correctly treat and deal with the issue of cultural differences on many years of research, finally puts forward three kinds of common use cultural differences to gain competitive advantage strategy method, but these three methods are respectively based on three basic assumptions. The three basic assumptions are: between different cultures it is not relevant, it will create problems or forming rib, and it is an opportunity to learn from each other and make innovations or causes of competitive advantage; and its corresponding three types of strategies are: ignore cultural differences, minimize cultural differences and make use of cultural differences (Schneider & Jane, 2002).

The cross-cultural management scholars Buller, Kohls and Anderson (2000) from multinational company appeared in the process of transnational operation of intercultural conflict of moral values, proposed the coordination and management decision tree model of intercultural conflict. They believe that the process of cross-cultural conflict strategy is suitable for most of situations of conflict. They analyzed carefully distinguish from completely ignore the culture of the host country (i.e. adhering to the home country culture) to completely accept the culture of the host country in the process of the six kinds of cross-cultural conflict strategies: evading, enforcement, training, balance, cooperation and adaptation; the six strategies are a

continuum. These six strategies are not superior to each other, and each strategy can be optimal for resolving cultural conflicts in certain situations. Decision-makers, in deciding which cultural conflict handling strategy ultimately to choose, generally want to consider several aspects, including: whether the treatment strategy will affect moral value, the impact of severe conflict and the need for immediate conflict resolution.

2) Three solutions to Nancy's cross-cultural conflict

Nancy (1986), a Canadian research scholar on cross-cultural management, has proposed three solutions to the cultural conflicts that exist inside and outside of multinational companies:

The first is dominance: The more so-called ling refers to the fact that two or more different types of culture may exist in an organization, but there is a kind of cultural influence than other culture completely, and all operation and management activities within the organization are dominated and influenced by this culture, with other cultures being almost completely ignored. This belongs to the extreme type of strategy; it can be used in the organization by the dominant culture to quickly resolve cultural conflict in the organization, and in the short term to form a unified culture to manage and control the organization. But the members of the organization will fall by their own cultural repression and question the "occupation" of a foreign culture and resistance, leading to intensified cultural conflicts, and eventually to the failure of the operation and management.

The second is compromise: This refers to circumvention and compromise between two different cultures; it mainly refers to situations where the difference between two kinds of culture is very small and where compromise and concession can be employed in seeking common ground while putting aside differences, as far as possible avoiding cultural differences and cultural conflicts, in order to ensure the harmonious and stable development of the enterprise.

The third is synergy: The uniqueness of this cultural conflict solution lies in facing up to the cultural differences that make up the two or more cultures that make up the organization. Synergy refers to the process of complementing and integrating different cultures in an organization to form a new organizational culture. This plan is the most ideal processing culture conflict solution, but it requires individuals from different cultural backgrounds to be the first to attach importance to the cultural differences between each other, and then the coordination and integration of a variety of cultures, to form a new organizational culture to guide the management of the entire organization activity. The new culture is the culture of eclecticism between results, and it generally has strong stability and obvious advantages (Nancy & Robert, 1986).

C: intercultural enterprise management theory

The so-called "intercultural enterprises" refer to enterprises where the members of the enterprise are from different countries and nationalities, and their cultural backgrounds, working patterns and codes of conduct are different. Western experts and scholars learned

relatively early on how to manage this type of enterprise. Here are some well-known theories:

1) The intercultural organization management theory of American scholar Moran (2001)

The cross-cultural management of the famous American scholar Moran (2001) in “the success of the cross-cultural organization mode” and “cultural synergistic management”, two points in the book, when people work together hard to avoid can appear all sorts of problems, the loss will bring to organizations and individuals, and cross-cultural organization mode there is a potential best synergy, can guarantee the effectiveness of cross-cultural management.

2) The cultural coordination theory of Austrian psychologist Adler (1991)

Adler (2001) defines his cultural coordination theory as coordination of the manager’s individual members and clients in the organization.

The process of organizational policy and management method formed after comprehensive consideration and weighing of cultural patterns. The theory can also be understood as a new organizational structure and management of an organization mode of production; the new organizational structure and management model is a coordination and cooperation among the variety of cultures in organizations, and belongs to the achievements of “combining,” so it is better than any of the original cultural patterns. This theory is the premise of enterprise managers in admitting that organizations that exist in a variety of cultures can’t ignore any kind of culture, on the basis of correct understanding of the cultural differences between them, and then integration and coordination of these differences to produce a new organizational structure and management mode. So how do we integrate and coordinate cultural differences? Adler’s cultural coordination has also clarified answers to these questions and led to useful suggestions. Adler (2001) points out that these five choices, i.e. cultural domination, cultural adaptation, cultural compromise, cultural avoidance and cultural collaboration, help to balance a heterogeneous culture.

3) A joint venture by Canadian expert Peter Killing (1985)

Peter Killing (1985) is a Canadian research joint venture management expert; he spent 35 years investigating North American and British joint ventures and two joint ventures in developing countries. In his book *Strategies for Joint Venture Success* he sums up the famous joint venture management theory. A joint venture, as the name implies, is made up of two or more countries working as a joint investment company. It must have more than one affiliated enterprise, so the relationship with personnel and organizational form are more complex, making the enterprise difficult to manage. Killing also highlighted in this theory that in addition to the technical level, sincerity in deciding to cooperate in a joint venture is another key factor in the search for success, and the importance of sincerity is higher than that of the technical level. This also means that the core task of joint venture management is establishing a good interpersonal relationship network and trust mechanism, with a view to enabling people from different culture backgrounds to work together toward the same goal. The process of establishing a joint venture network includes the selection of partners, the selection of

enterprise managers and decision-makers, and the improvement of the joint venture infrastructure construction.

Other important research results of the theory indicate that the judgment and evaluation of joint venture business performance are based on two standards: according to the manager of the joint venture to assess the operating performance of subjective feeling and objective evaluation through the operating results of a joint venture, which is tending to bankruptcy and transfer of fixed assets or mismanagement led to a major restructuring (Killing, 1985).

4) The organizational implicit model theory of Stervens (2003)

Based on Hofstede's theory of five dimensions of culture, Stervens (2003) puts forward the theory of tissue implicit model. He believes that power distance reflects the unequal distribution of power, so it is related to the centralization of power (i.e. the degree of centralization). Uncertainty avoidance reflects the fuzzy situation in the organization, so it is related to the degree of demand for formal and explicit rules (i.e. formal requirements). Because of the different cultures of the intensity of the size of the power distance, the uncertainty avoidance degree is different, so they have different degrees of centralization and formalization, which causes big differences within the organization. Vince will organize the degree of centralization and formalization as a theoretical perspective; the organization is divided into: French pyramid, Germany type lubrication machine type, British rural market-oriented, American and Asia type among family the five main types of tissue.

2.3.2 Domestic theoretical research trends and levels

The research on cross-cultural management in China started late, and it only started after China implemented its reform and opening-up policy. The reform and opening-up policy provided investors with an attractive preferential policy, and attracted a lot of international direct and indirect investment in terms of "joint ventures" and "multinational companies." The number of these has risen rapidly, implying that the cross-cultural management question has become increasingly obvious. So Chinese scholars draw lessons from Western theories of cross-cultural management on the basis of careful research. The main theory achievement has the following several aspects:

(1) Professors Yu and Jia (1997) proposed a new model of common management culture (CMC) in the particular organizational form of Sino-foreign joint ventures. This cultural pattern namely after admitting to the parties under the premise of the differences of culture between different management, in the process of operation and management of a joint venture by mutual communication and understanding, coordination and integration, to achieve recognition by both members of the culture of a common mode of new administrative culture, in order to use the new model to pursue the economic interests of the common. This late form of management is new and effective and is accepted by both China and foreign countries. In Sino-foreign joint ventures all parties combine closely and the unification of the economic entity is referred to as "Sino-foreign joint ventures." Because managers and members come from different cultures, cross-cultural conflicts are inevitable. Therefore in a joint venture to combine enterprises, a new type of common management culture must be built, in order to achieve a reasonable

internal enterprise system and efficient operation mechanism.

(2) The psychology of cross-cultural enterprise management is compiled by Yan (2002), a famous scholar, who points out that the management of the 21st century will tend to be psychological. He acknowledged the cultural differences in the system analyzed under this premise, the operation mode of the Sino-foreign joint venture enterprise employees, the values, the differences between the demand and motivation as well as possible cultural conflicts, and thus put forward his new theory of cross-cultural management together one by one a new mode management culture and cultural integration assimilation theory.

(3) Chen and Zhua (2000) in the book in concert to cross-cultural management: Collision is discussed in cross-cultural organization plan and strategy, organization and management control problems, the problem such as communication and coordination, and put forward the multinational companies in China should be in a higher level and the dimension of cross-cultural management comprehensive.

(4) Zhao (1994), in enterprise human resources management and development of international comparative studies, pointed out that successful human resources development and management from the cultural differences of “take the essence and discard the dregs” : to integrate the different cultures and coordination, to extract the favorable factors conducive to the development of knowledge innovation and organization. Meanwhile, the lag and uncertainty of information transmission caused by cultural differences are ignored.

(5) Yao (2006) in the cross-cultural differences in the effect of psychological contract analysis of the article points out that the psychological contract of multinational company internal staff from different countries and nations is different, due to their different culture background in terms of differences in values and living habits. Multinational managers should respect and learn the host country’s culture, and strengthen their own cultural sensitivity, with careful analysis of the characteristics of the host culture and the kind of effect on employees’ psychological contract and whether employees’ psychological expectations of the host country are satisfied and whether this will affect the business activities of enterprises.

(6) Zhang (2011), in his book *International Management: Management in the Era of Globalization*, suggests how to strengthen the internal and external communication between cross-cultural enterprises and the theory of encouragement and leadership of cross-cultural enterprises.

CHAPTER 3

THE PRESENT SITUATION OF ENTERPRISE CULTURE CONSTRUCTION IN BC COMPANY

3.1 BC company profile

BC medical X-ray equipment company is the product of a joint venture company, first established in the United States in order to meet the international development strategy. After starting their international business, and setting up a joint venture with a Chinese company subsidiary, the company set up in Shanghai. After several years of development, because of the technology, the BC company cooperation merged with a British technology company by means of share purchase the technology company, after BC company became the United States, Britain, China three company's joint community. BC brand after the establishment of medical equipment, medical equipment company began to focus on the development of new technology, in order to make the production of medical equipment more widely applied in clinical treatment, to provide a more comfortable treatment experience for the patient, and reduce pain. In order not to be eliminated by the cruel market competition, the BC medical equipment company constantly pursued innovation, in addition to constantly developing new medical equipment. Also, with the aid of its own advantages in the field of lighting, to provide lighting solutions for hospitals, it is committed to providing doctors, nurses and patients with a good working and medical environment. BC medical equipment company also developed a lot of treatment for AIDS, such as when general CT scan results are not clear, because CT image quality problems are often overlooked or misdiagnosed. Among the BC medical devices that have been launched are a commercial 3D scanner designed to improve the quality of CT scans. In 2012, BC medical equipment company launched AlluraClarity intervention X-ray systems, both to improve the accuracy of medical diagnosis and provide a better medical treatment experience for patients at the same time.

3.2 The internal organizational structure of BC company

Like the general company, BC company has a hierarchical structure from the management layer to the basic level. But unlike the general company, the BC co., Ltd is a joint venture company, so the company brings together employees from the United States, China and Britain, including management. It is also covers the management of each company, so the company's internal cultural structure is more complex.

Table 1 Internal structure of the company

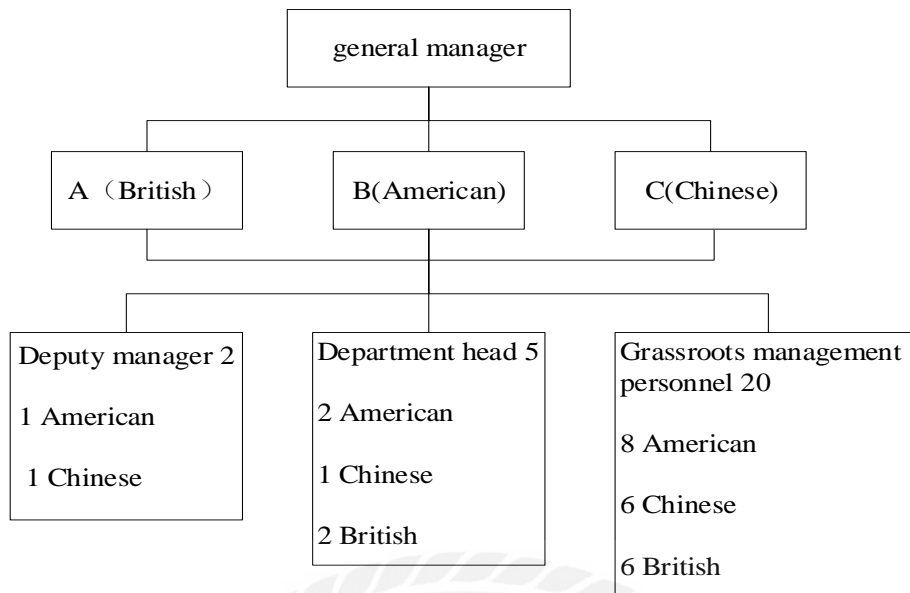
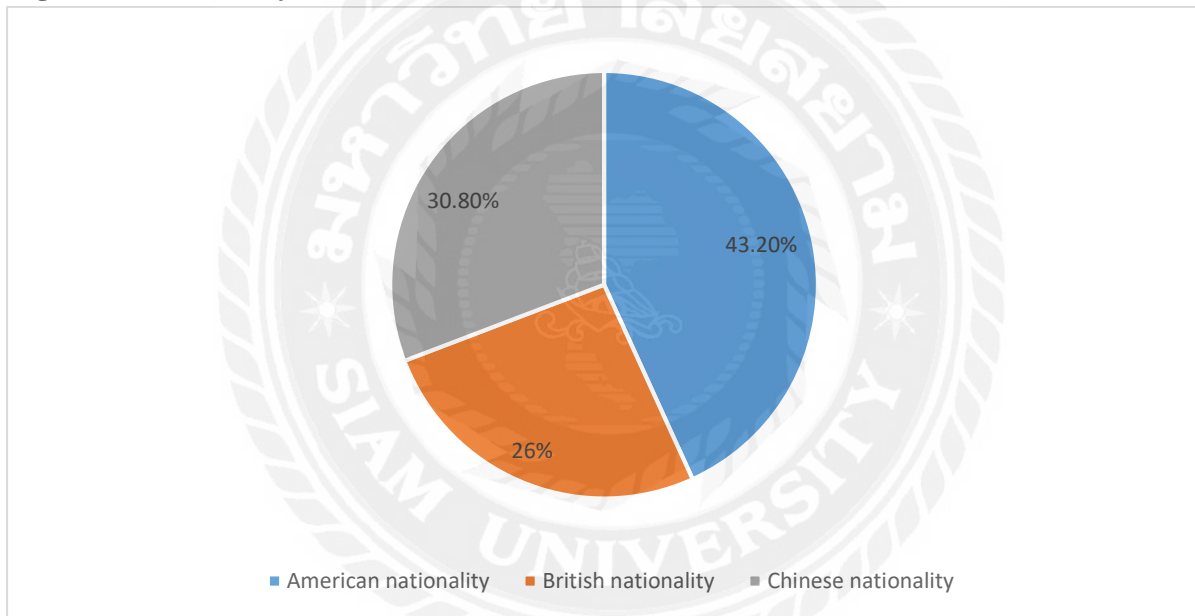


Figure 1: Nationality distribution.



As can be seen from the figure above, the proportion of American employees is greater than that of Chinese and British ones, and the corporate culture of the United States has always been so strong that American culture in the enterprise has always been in the position of ling.

3.3 BC corporate culture

1. BC vision

BC has become an industry leader well known for its customer service.

BC has become the most respected employer.

BC has become Otis's best company in terms of talent, products and processes.

2. Core values of BC

Commitment to safety

Commitment to business ethics

Commitment to internal control

Commitment to excellence

Commitment to quality

Look at the problem from the customer's point of view and satisfy the customer.

Create and realize a change in the spirit of ownership.

Develop team spirit and continuous improvement.

3. BC business philosophy: to satisfy users and serve the society

Improve people's quality of life by improving the safety and comfort of people and goods.

3.4 The characteristics and differences in corporate culture in different BC company countries

American culture plays a decisive role in the formation and development of American corporate culture. The United States is the forerunner of modern management, the enterprise culture management experience is its enterprise through ceaseless practice to sum up, at the same time applies to the actual work, has obtained the huge economic benefit. The American historian David (2010) asserts in *The Wealth and Poverty of Nations*: "If economic development gives us any enlightenment, it is that culture plays a very important role." The management mode of American enterprise culture becomes the learning and imitating object of all countries.

1. American corporate culture is mainly reflected in the following aspects:

(1) valuing self-worth and highlighting individual ability.

Responsibility and power are twin brothers. To make employees accountable for their work, they must respect people, trust people and give practical autonomy, recognizing personal values and personal abilities. American individualism and liberal culture determine the role of American enterprises in individual ability and entrepreneurship. American entrepreneurs are called the "new American heroes." Silver (1992), a Harvard University professor, in his book *Entrepreneurs an American Hero*, wrote: "American hero now transferred to entrepreneur. Entrepreneurs have become the new heroes of American society. From the perspective of corporate decision-making, in the United States, in the past, managers only considered personal

opinions and rarely consulted peers or subordinates. This kind of decision-making method has its decisive, quick and efficient advantages, but it often appears in the absence of coordination and policy implementation. Now, inspired by the collective decision-making of Japanese enterprises, American enterprises have changed their method of decision-making, attach importance to the democratic participation of employees and combine the individual decision with the enthusiasm of the employees.

(2) Attach importance to the construction of enterprise values and emphasize personal struggle as the core.

The core values of enterprises set the direction and goals for enterprises and enterprise employees. Thomas and Robert (2004) said in their book *The Pursuit of Excellence* that successful companies are set up with personal struggle being one of the core values of enterprises; it has a strong culture, in order to motivate employees toward personal interests and the value goal of enterprises in terms of striving and struggling.

The pursuit of excellence is a spirit of American enterprise, which represents a never-ending process of progress. Successful companies are creating the belief that what is being done today will become unseemly tomorrow, and therefore will need to be updated. Seeking new changes will lead to higher standards. The enterprise should create an environment, a culture, make more people feel dissatisfied, more people pursue excellence.

(3) Attach importance to contract regulation and despise emotional care.

As a multi-ethnic immigrant country in the world, the United States has formed a cultural characteristic that attaches importance to the construction of contract regulation and belies emotional care. American enterprises emphasize system and order, establish perfect and strict rules and regulations, and reward and punish clearly. The relationship between enterprises and employees depends mainly on “contracts.” American enterprise rules and regulations are sound and people follow the rules. This concept fully embodies the characteristics of heavy law and light emotion.

American enterprise advocates scientific and rationality and attaches importance to the function of organization and regulation. American companies inherited Taylor’s scientific management ideas, with more emphasis on a strict organization system, reasonable management procedures, a clear division of duties, a strict working standard, scientific rules and regulations, advanced management means and management methods; in other words, American enterprise attaches great importance to rigid management. However, too much emphasis on systems, a quantitative rigid management mode, easily causes interpersonal relations apathy, form a simple contract relationship, only pay attention to economic indicators, ignore the ideological and cultural construction of enterprise, the enterprise social isolation, enterprise into a pure profit. Therefore, in the construction of a corporate culture in the 1980s, many successful enterprises in the United States realized the disadvantages of relying solely on system management and put the construction of an enterprise culture in a very important position. A large organization can survive for a long time. The most important condition is not

the structure or management skills, but the spiritual power that we call “faith.”

(4) Take risks and innovate, tolerate mistakes and failures, and establish a fierce competition mechanism.

Because Americans are willing to innovate and take risks, American companies have formed an atmosphere of tolerance of failure, encouraging innovation and risk taking. In a sense, innovation means adventure, since the venture, there is a failure, the United States attaches great importance to the staff's innovation consciousness and tolerant attitude to failure, and has set up a support system of innovation, with winners rewarded and losers not punished, and has formed the “innovation, or perish” in the “bible” in the business of the United States. Adventure and innovation have become the soul of American culture. Innovation is the engine of enterprise. Innovation is the foundation of enterprise survival.

Compete for efficiency, compete for results and compete for talent. American enterprises attach great importance to providing an environment of fair competition and competition rules for their employees, and fully arouse their enthusiasm and give full play to their talents. Fierce competition and constant innovation are the source of vitality for many successful American companies. This spirit is particularly important in an era of unprecedented global competition and changing times.

(5) Attach importance to employees' interests and stick to the sharing of benefits.

Many companies in the United States practice shareholding systems. Through employee stock ownership, these can be divided into dividends except for wages. In addition, they have also increased their right to participate in management, and improved their status and security. The Employee Stock Ownership Plan, or ESOP, is an employee benefit plan that encourages employees to buy shares in the company under a series of legal rules.

(6) Attach importance to customers' interests and insist on winning through quality.

The customer is god; the customer decides the enterprise's survival; no customers there would be no enterprise, therefore, the enterprise takes the customer's interests and adheres to the “customer first,” “the customer as the center” idea, as corporate America's words of wisdom.

In terms of quality, successful American companies consistently adhere to the principle of superior quality. They do not regard quality as merely a technical problem, but rather a high quality, and they adhere to it day after day, year after year.

In the United States, there is a good social and cultural atmosphere. The government encourages enterprises to improve the quality of products, protect consumers' interests and severely punish counterfeiters. In the early 1960s, the American president, President Kennedy, gave a special message about consumer protection, putting forward the famous four big power consumers, namely the security right, right to know, options, rights, require companies to be protected. In 1987, the United States government established the “national quality award”,

which had specific provisions on how to evaluate the award, and the specific implementation of the work was carried out by the government-mandated American Institute of Standards and Technology. No matter what the product, once a quality defect has harmed a consumer or led to other property loss, the law will hand out severe punishment; the amount of compensation is very shocking.

(7) Attach importance to social responsibility and support social welfare.

Corporate social responsibilities include safeguarding consumer rights and interests, protecting the interests of employees, protecting the natural environment and supporting public interests such as public welfare. American enterprises take social responsibility as an important responsibility of the enterprise and implement it strictly.

British corporate culture pursues spiritual freedom, advocates humanism and pursues the cultural tradition of a democratic spirit, which has led British enterprise culture to attach importance to employees' participation management. The emphasis on the cultural tradition of reason and science has caused the British enterprise culture to attach importance to rational management, to study development and innovation, and to have a strategic vision of the world market.

1. British corporate culture is mainly reflected in the following aspects:

(1) promoting rational management.

The rational management culture is manifested in the establishment of the organization and the system, the staffing and operation management. Although, in the UK, enterprises attach great importance to establishing a pragmatic and flexible organization and institution, the enterprise organization setup changes with the change of market situation and production technology; they are not the same, do not imitate each other, not because of a person, even the same type of enterprises, institutions are also different. But the enterprise also has strict requirements, the attention is refined. In the operation, strictly abide by the law, adhere to the credit, the external negotiation is meticulous, serious, rational, heavy efficiency.

(2) focusing on research and development and innovation.

The British government and companies have seized on research and development as a strategic life or death task. The main content of research and development is product and technology updates. Product and technical updates are interactive. A technical update is the premise of product renewal, and product renewal drives technological progress to occupy and open up new markets. In the UK, many countries have formulated corresponding policies to support the research and development of enterprises.

(3) strategic vision with an eye to the world market.

The British state is not rich in natural resources, and day trade occupies a very important position in the economy. This makes British companies pay special attention to the competition

in the world market and focuses on the development of business strategies focusing on the world market. British companies attach great importance to product quality, which is a precondition for beating the competition in the world market. In order to ensure the realization of their global strategic plan, many British enterprises attach great importance to the promotion and sales of products in the world, and then establish a sales personnel training system. Trainees not only need to sell specialized courses, but also to participate in basic course learning and production practice. Only after passing the examination can they serve as sales staff.

(4) attaching importance to employees' participation management.

This is closely related to the importance of participation in management and the humanistic spirit in British culture, the pursuit of democracy and the spirit of freedom. In many countries in Britain, the government USES the legal form to define the role that employees should play in the enterprise. German law states that enterprises with more than 2000 people must set up a supervision committee (the equivalent of the US corporate board of directors), all that 5 or more enterprises must set up a workers' committee. The former should be elected by the workers, the latter half of the workers' representatives to attend. Some enterprises have a working committee composed of managers and employee representatives to enable employees to participate in the management of enterprises and solve problems in their work. At the same time, the company respects the employees who work for the company, so that employees have a certain sense of belonging to the enterprise. Some companies, through the establishment of "manager to participate in the system," the manager standing on the objective stance to coordinate staff to solve the problem, rather than directly instead of specific decisions they do, in order to strengthen the employee's responsibility consciousness. Some enterprises have implemented a rotation work system and a flexible working hours system and suggested that the work should be adjusted to the people, not the people to the work. In such an environment, workers participate in management, and the desire to make suggestions regarding work is strong. Many workers get psychological satisfaction from this, so they are more motivated to work.

(5) the spirit of keeping improving and paying attention to honesty.

British enterprises attach great importance to product quality, and strong quality consciousness has become the core content of enterprise culture. In paying attention to product quality, the pursuit of technology perfection is a common sense of British enterprises. They love technology; the value of advocating technology has been deeply rooted in the hearts of people, and become a kind of conscious behavior, along with attaching importance to the customer, paying attention to sincere cooperation and establishing a first-class service enterprise spirit.

China is an ancient civilization with a 5,000-year history, and the Chinese nation has an excellent cultural tradition. Confucian culture is the mainstream of Chinese national culture, while Taoism culture, legalism culture and military culture also occupy a certain position. In the culture of the Chinese nation there are some negative factors, such as the world regardless of ancient Chinese home countries, the rule of man is greater than the rule of law, it is highly

centralized, subjects rely too much on and obey the monarch, the whole will take the place of the individual will, the individual must be subordinate to the overall, thereby killing individual qualities such as part of the individual culture dress. But the Chinese national culture is more of a cultural elite, and has a number of positive factors, such as the sense of national responsibility of “the rise and fall of the country, the responsibility of the husband and the responsibility of taking the world as his duty,” “people-based” people-oriented thoughts and the ethical norm of being “diligent, disciplined, strict and self-disciplined.” The essence of national culture, such as “benevolence, respect for human feelings and keeping promises,” has an important guiding value for the economic development and social progress of our country, as well as for enterprise management and development. The enterprise culture established in the soil of China’s excellent traditional culture has fully absorbed the essence of Chinese culture. Under the condition of a market economy and the advantages of Western and Japanese culture, an enterprise culture with Chinese characteristics has been formed.

Chinese corporate culture is mainly reflected in the following aspects:

1. With righteousness and benefit, righteousness and benefit together.

It is the basic value thought of Chinese traditional culture to combine righteousness and profit with righteousness and profit. Confucianists pay attention to the “gentlemen love money, take the Tao,” “wealth from Taoism, benefit from righteousness” business ethics.

2. Peace is precious, and harmony makes money.

As a state of etiquette, China has always advocated the ethics and morality of “harmony is the most precious” and “harmony is the source of wealth.” These traditional moral concepts penetrate into enterprises and become the important content of the enterprise culture. It can resolve the contradictions within the enterprise and strengthen its cohesion. Reconciliation can close the relationship between enterprises and society, consumers and partners, sincere cooperation and generative, while also reflecting group consciousness, overall situation consciousness, the consciousness of competition and cooperation, and harmonious coexistence and consciousness.

3. People-oriented, virtue and integrity.

Confucian culture is a people-centered culture, emphasizing the role of people and valuing interpersonal relationships. On the one hand, it pays attention to personal virtue, namely the cultivation of morality, and the belief that people’s virtue is the first. Therefore, in investigating and promoting cadres, it is necessary to take virtue first, to look at their talents and see their virtues. On the other hand, it is important to emphasize the role of people, rather than relying solely on the exertion of individual ability, and to take care of interpersonal relationships in order to achieve social harmony. Talent is the key to the rise and fall of enterprises and the key to market competition. Harmony in internal interpersonal relationships and harmony between enterprises and external interpersonal relationships are conducive to reducing friction and improving working efficiency.

4. Attach importance to family affection and despise norms.

The relationship between people and society in traditional Chinese society is based on blood ties, relying on ethics rather than on law. Therefore, the whole society has formed the cultural atmosphere, which is greater than the system and the rule of law is greater than the rule of law. Enterprises, in order to correctly grasp the characteristics in enterprise management, pay attention to maintaining human relationships, to emotional investment, to being more compassionate about staff suffering, to being more concerned about the workers' life and work, to raising the employees' family consciousness, in accordance with the rules and the law, the power of human relationship into enterprise cohesion and creativity.

5. Social responsibility

In Chinese traditional culture, the family is the cell of the society, and family, the clan, is an extension of family, state and national responsibility, the responsibility of the clan; the responsibility of the family is everyone's responsibility. Stick to traditional culture "the personal interest obedience collective interests, collective interests to the interests of the state" of the overall interests, "was necessary to protect people", "national rise and fall, fortunes of", "after all the sorrow and the sorrow of the first, the world of joy but joy" ideas, enhance corporate social responsibility, fulfill social responsibility.

6. Diligence

The tradition of the Confucian culture and the thought of learning and thinking have promoted the stable and rapid development of enterprises. In general, in order to improve the level of enterprise management, employees must study hard, learn to apply, constantly learn new technologies, develop new products and explore new markets.

7. Struggle and innovation

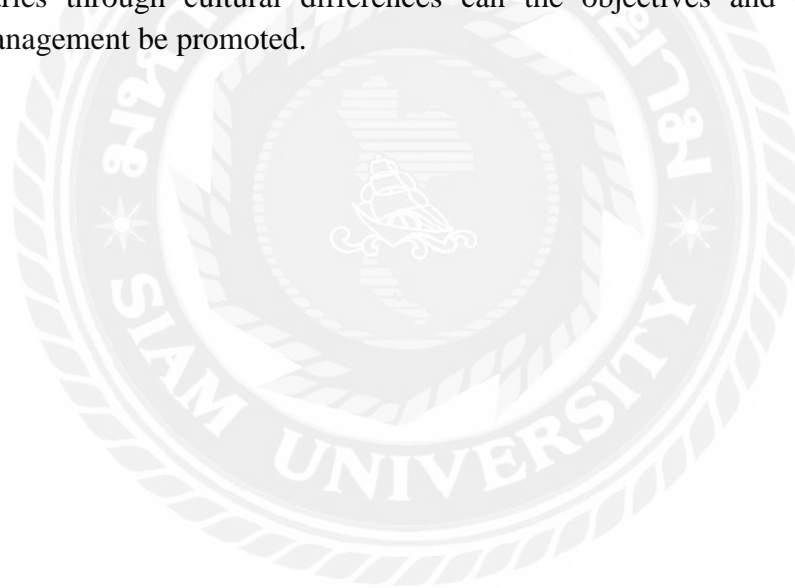
Innovation is the driving force behind enterprise development. To be invincible, enterprises must grow in constant struggle and innovation. Only through continuous management innovation, technological innovation, product innovation, market innovation and cultural innovation can the enterprise develop continuously, constantly enhance competitiveness and extend the life cycle of the enterprise.

To sum up, different cultural traits lead to different management modes. The United States has a vast territory, abundant resources, a broad market and a large-scale economy. American culture is mainly influenced by the concept of "original sin" in Christianity and emphasizes rationalism and strengthening control in management. At the same time, as a nation of immigrants, the United States accommodates the customs and ideas of different peoples. These different concepts and habits reinforce the employees' independent consciousness, independent innovation and liberal behaviors.

Although the British management model has a homologous relationship with that of the United States, it has formed its own characteristics. The management philosophy of the UK

contains the idea of “social balance” and “social partner,” which is related to the traditional idea of Britain. The common manifestation of the management mode of each country is carrying out rational management, attaching importance to research and development and innovation, attaching importance to employees’ participation management and so on. Human nature, the relationship between Chinese traditional culture and faith, love, laissez-faire, the way of civil-military contains abundant management thought—the use of these ideas is one of the important factors of Chinese and even an East Asian economic miracle. While learning Western management methods and technologies, Chinese enterprises should base themselves on traditional Chinese culture, strengthen corporate culture construction, increase organizational cohesion and realize people-oriented management with Chinese characteristics.

The diversity of corporate culture and values in different countries is the root cause of cultural conflicts. From the cultural fractal dimension of Hofstede (1991), the five-dimensional system of culture developed is the most widely accepted and widely used, and the most influential one. So far, it is a complete and systematic mode of cultural analysis in cross-cultural management research. It shows that a country’s management principles and ways are based on cultural principles. Only by observing the differences in the methods of management of different countries through cultural differences can the objectives and effectiveness of intercultural management be promoted.



CHAPTER 4

THE PROBLEM OF CORPORATE CULTURE IN BC COMPANY

4.1 Questionnaire survey

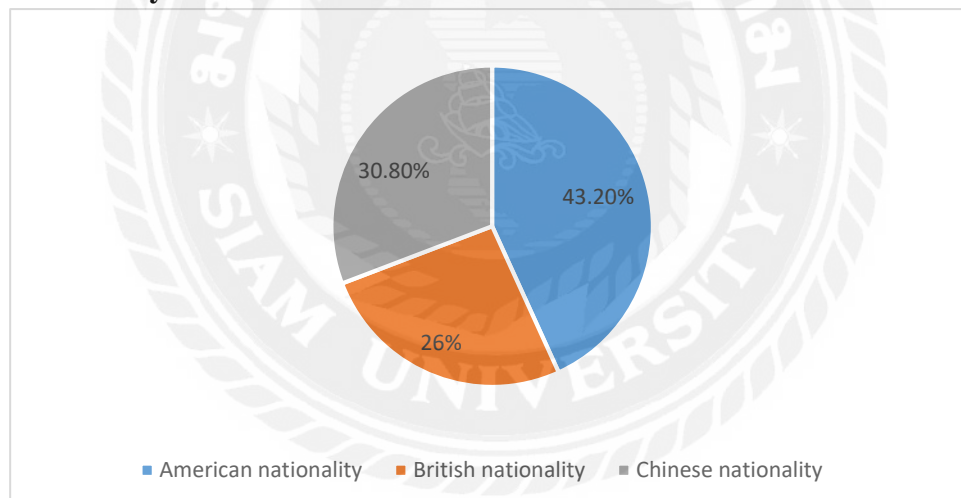
In order to understand the problems existing in the corporate culture of BC company, this paper conducts an inter-volume survey of internal employees of BC company, hoping to find out about the coordination of internal culture and whether there are cultural conflicts. There are 128 employees in BC company at present, and this survey is aimed at all its employees. A total of 124 questionnaires (4 employees left) were distributed, 120 valid volumes were collected, and thus the recovery rate of the questionnaire was 96.7%. As the sample size is not large, this paper uses the method of tabular statistics to analyze the results of the questionnaire survey.

4.1.1 Information about the investigated person

1. Nationality distribution

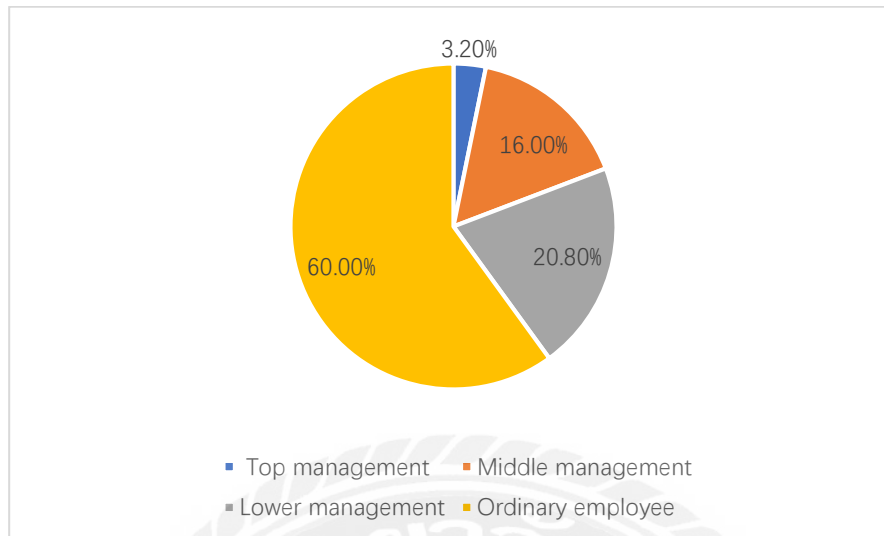
According to the distribution of nationality, we can see that the proportion of American employees in the company is the largest, followed by Chinese employees, while the proportion of employees from Britain is the smallest.

Figure 1 Nationality distribution.



2. Job distribution.

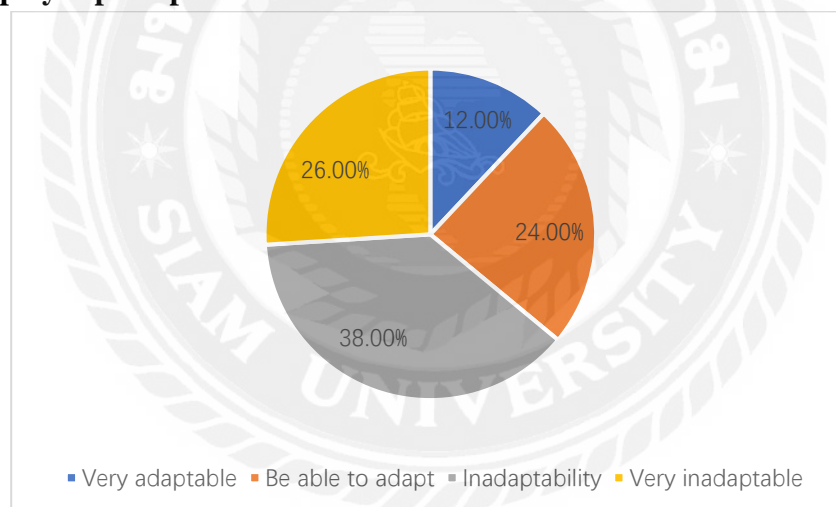
Figure 2 Job distribution.



4.1.2 Employees' perception of enterprise culture.

1. Do you feel comfortable with the company's existing corporate culture?

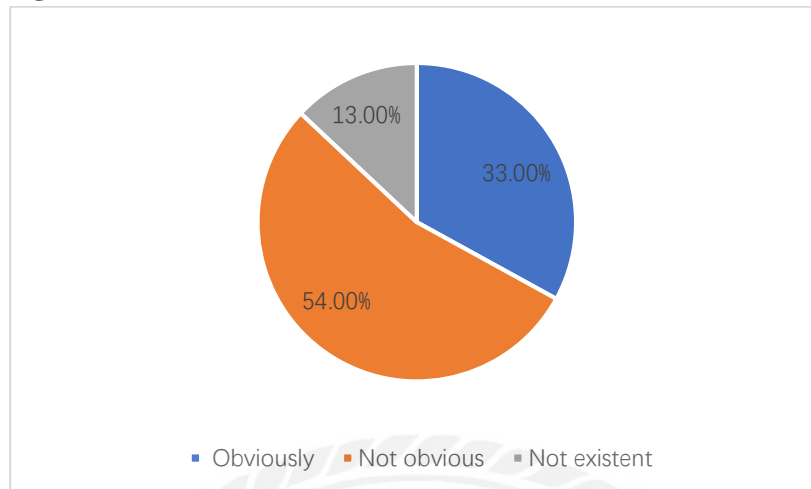
Figure 3 Employee perception.



From the investigation results, we can see that there are still quite a few employees who cannot adapt to the existing cultural environment, which indicates that there are great problems in the culture construction at BC company.

2. The obvious degree of cultural conflict.

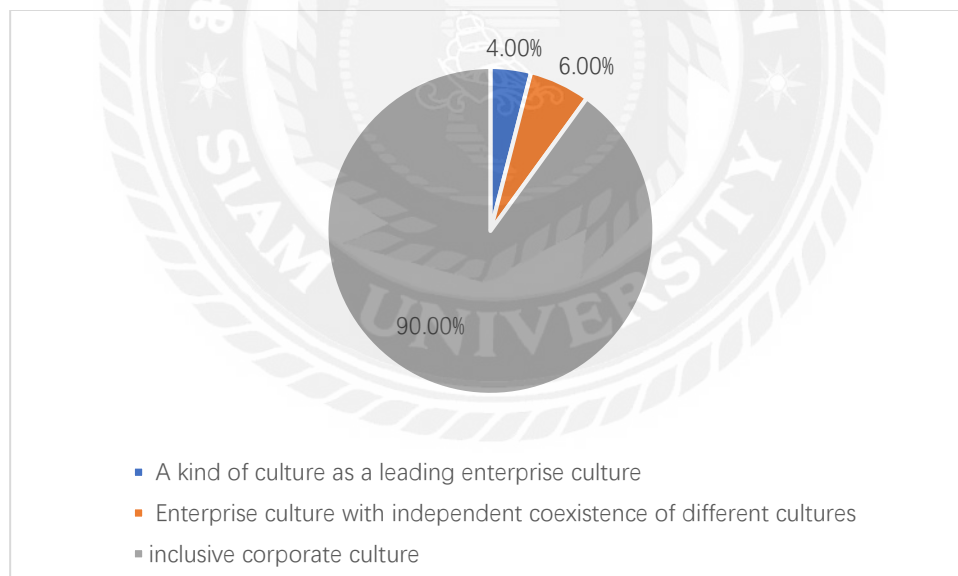
Figure 4 The degree of cultural conflict.



According to the investigation results, 33% of employees think there is obvious cultural conflict within the enterprise, 54% of employees think it exists but it is not obvious and 13% of employees think it does not exist.

3. The root causes of cultural conflict (multiple choice).

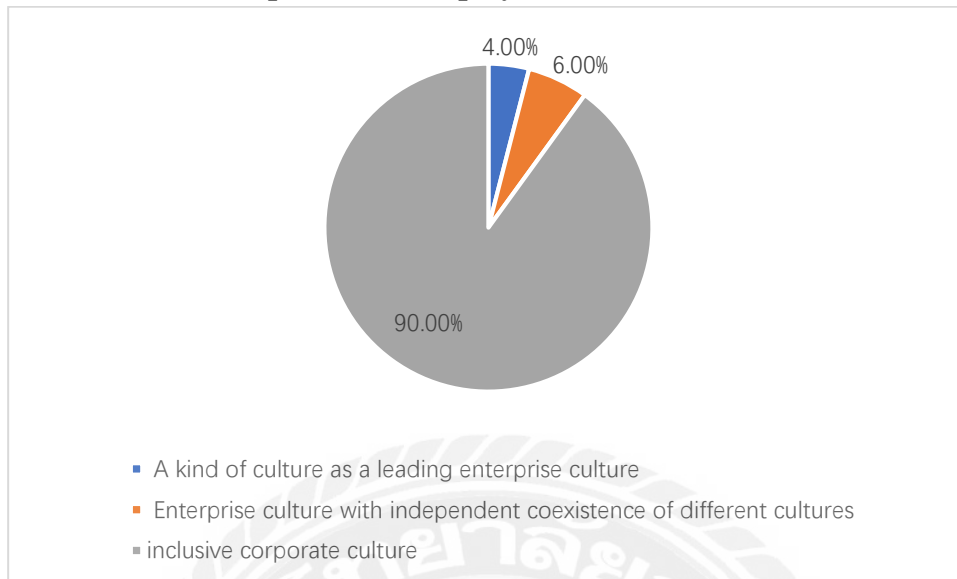
Figure 5 The root of cultural conflict.



The results of the survey show that the above three reasons are the root causes of cultural conflicts, but the degree of influence is different. It can be seen that the most important cause of cultural conflicts is when values are not the same.

4. The cultural atmosphere that employees like.

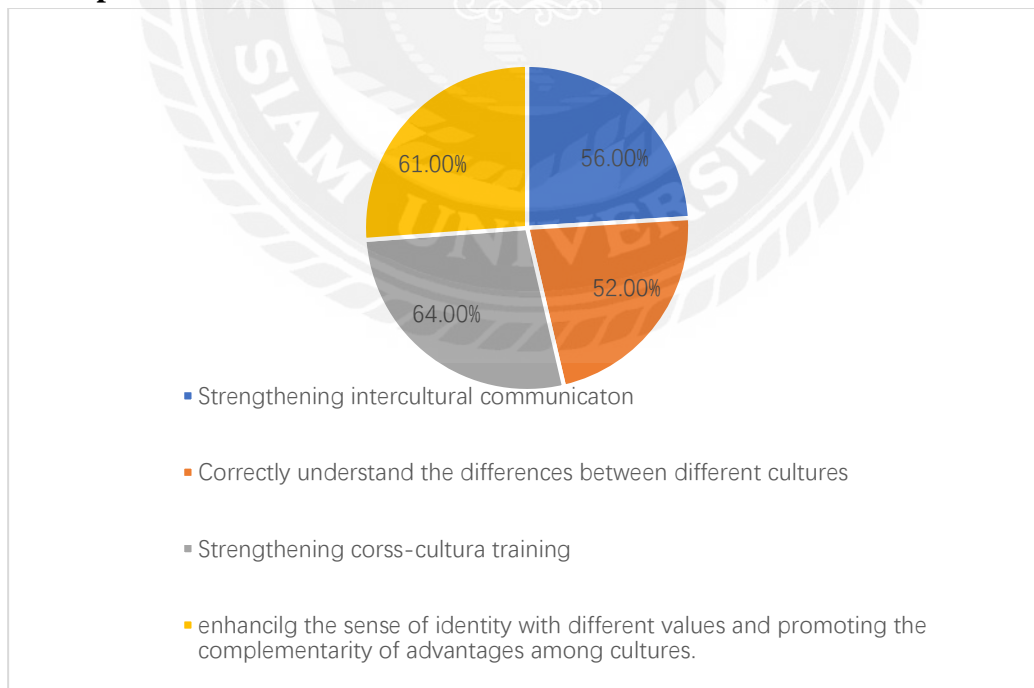
Figure 6 The cultural atmosphere that employees like.



The results show that an “inclusive” culture is the most popular among employees. In this kind of international enterprise, cultures can only coexist harmoniously by seeking common ground while reserving differences.

5. Preparation of “inclusive” corporate culture construction.

Figure 7 Preparation for cultural construction.



4.2 The problems existing in the corporate culture construction of BC corporation

4.2.1 Diversification of values

The diversity of corporate cultural values determines the diversity of employee values and belief systems, and their needs and expectations are naturally different. Thus, while increasing the difficulty of enterprise management, it hinders the formation of common cultural values of enterprises. In retrospect, even if a new corporate culture is formed, the thinking and behavior of enterprise employees will still be influenced by their old values and belief systems. In other words, when an enterprise establishes a new corporate culture, it does not simply erase the original cultural differences, but builds a new shared culture model based on the original culture that transcends the existing individual culture of its employees. This determines that employees are bound to influence and interfere with each other in their daily contact, and thus deviate from each other in understanding the newly established sharing culture. The corporate culture and national culture of the United States, China and Britain are very different. There are great differences in corporate culture and values in different countries. The diversity of values is the root of cultural conflict.

4.2.2 The lack of appropriate cultural integration patterns

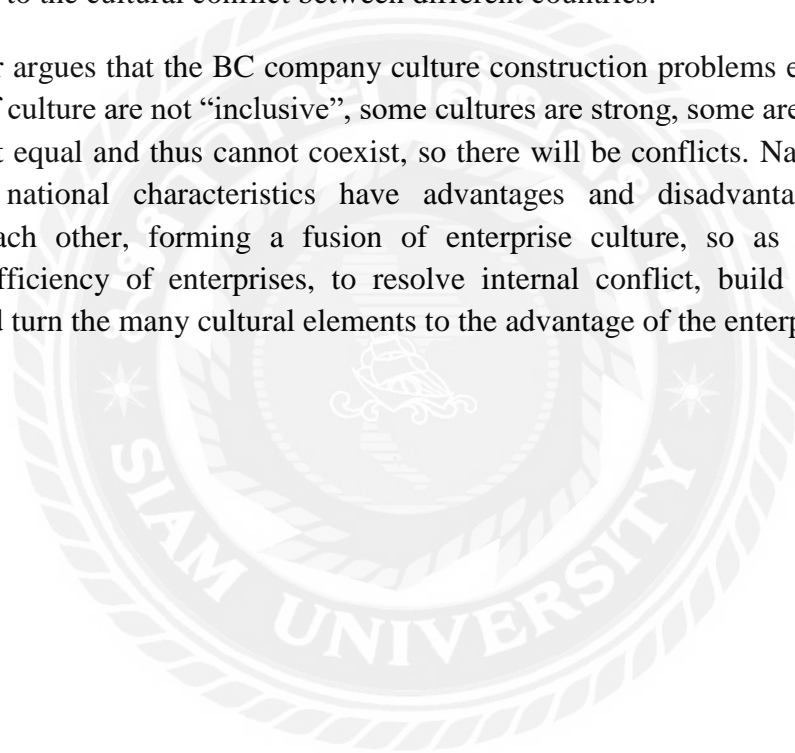
So-called "enterprise culture integration" means that every aspect of the enterprise, including the rules and regulations, management philosophy, workforce, management method, the value idea and so on, to carry out a full range of mutual penetration and integration, establish common values and goals, to improve staff enthusiasm and promote enterprise development. Multinational enterprises in our country are faced with China's traditional culture, the lack of an appropriate cultural integration mode, ideas and thoughts with diversified trends, and are unable to build both Oriental and Western culture for the integration of corporate culture. " pluralistic integration process, namely the cultural diversity in a multinational company internal mutual survival and the development process, but not a simple collection of cultural diversity, but rather through selection, digestion and integration to achieve new adaptation, and form a new kind of diversity and integrity unification process of multinational culture model", the cooperation the two sides failed to find their respective cultural similarities, as a basis for the development of cultural integration, the lack of cultural integration mode to operate in the true sense. Many multinational corporations are too theoretical in their cultural construction but lack practical operability in cultural integration. The construction of an enterprise culture should not only pay attention to the content of the company, but also should not give up the intangible content, such as constantly strengthening the external visualization of the enterprise, perfecting the enterprise's appearance and publicity reports. But refining intangible factors is obviously not adapted to the local actual situation in our country, so in the actual operation it is impossible to continue the process, which leads to much of the content of enterprise culture construction inevitably becoming a mere formality. Chinese and Western cultural differences are huge, managers in multinational corporations in China enterprise culture construction, sometimes too confident, even there is a strong national superiority, the parent company enterprise culture content copy to come over, cause "and" phenomenon, such as required under the Chinese employees in public comment to the practice of a staff. This kind of practice in Western enterprises may happen often, but our staff, due to the constraints of traditional culture,

are not able to do this, so by stiffly using the parent company enterprise culture content, the environment in our country is lacking of actual operational obviously

4.2.3 Cultural dominance is obvious

The United States has always pursued hegemonism, and so has a corporate culture. In the context of cultural integration in various countries, the American enterprise culture in BC company is obviously in the presence of two other cultures. From senior management to middle management, there are a large number of American employees, who use their own thinking to ask employees how to work and even guide their development. Compared with the hegemony of American corporate culture, the corporate culture in Britain and China is particularly humble, so the culture is becoming more and more obvious. BC company based in China, which wants localized development, is bound to adapt to the market culture of China, US companies asking the posture is not only unfavorable to the BC local development of the company, can also cause members to the cultural conflict between different countries.

This paper argues that the BC company culture construction problems exist because the various sorts of culture are not “inclusive”, some cultures are strong, some are weak and some cultures are not equal and thus cannot coexist, so there will be conflicts. National enterprise cultures with national characteristics have advantages and disadvantages, so should complement each other, forming a fusion of enterprise culture, so as to improve the management efficiency of enterprises, to resolve internal conflict, build good enterprise atmosphere and turn the many cultural elements to the advantage of the enterprise.



CHAPTER 5

BC COMPANY “INCLUSIVE” ENTERPRISE CULTURE CONSTRUCTION

5.1 Concept of “inclusive” enterprise culture construction

A so-called “inclusive enterprise” means that the cultures can tolerate each other and accept the differences between different cultures in a way that is inclusive. This paper argues that the BC company is now a blend of three kinds of culture and fully taps the advantages and disadvantages of these three kinds of culture, with the attitude of “seeking common ground while putting aside differences,” accepting and respecting these differences. Cultural differences are allowed to exist and are reasonable as long as they do not affect the atmosphere and the efficiency of the enterprise. This is the concept of multinational corporation culture construction proposed by BC after studying BC company.

5.2 Countermeasures of “inclusive” enterprise culture construction

5.2.1 Determine appropriate cultural integration patterns

For multinational companies to build a “tolerant” enterprise culture, they need to determine the appropriate cultural integration mode, and must, in a planned way, implement step by step the cultural integration of different cultures, which requires, according to the actual condition, the corresponding model of cultural integration to be selected. Cultural integration is about absorbing, mutual penetration of different cultures, with a final fusion for the integration of the interactive process. This process needs according to the actual situation of enterprise organization and enterprise future development goal of the practical need of such factors as to implement a planned way, and eventually build a new corporate culture and common values. The process of cultural integration is a process of mutual compromise, which does not sacrifice the culture of either party, but retains the essence of different cultures in the new enterprise culture. The process of corporate culture integration is a multifaceted and long-term task, which is not easy to solve only in one aspect and in the short term. This integration work is not different cultures mixed together, it is not a simple arithmetic addition, subtraction, multiplication or division, it is not able to select a consolidation model applied in tasks, but a comprehensive mathematical problem, which involves multidisciplinary, multilevel factors such as personnel and department; it needs to be implemented in a planned way, with all enterprise employees participating in the integration of tasks, covering the value of the enterprise, business objectives, organizational structure, staff training and so on. Cultural integration is the integration of the essence of different cultures to extract common core values. The cultural integration pattern mainly has absorption mode, integration mode, parallel mode, such as absorption method is adapted to the subsidiary between parent company strong culture and weak culture, subsidiary culture completely replaced by a strong culture and absorb, fully USES the enterprise culture of the parent company. The fusion mode enables two cultures to promote each other, compromise with and infiltrate each other, so that different cultures can be integrated into one whole, thereby forming a brand-new corporate culture. A more parallel approach to cultural difference is very big and overcomes the need for a long time, tries to

avoid cultural conflict, maintains the independence of the various cultures and emphasizes the multicultural coexistence. Actually affect corporate culture integration is very much, including the style of management to adapt to the different cultural background, culture itself characteristics, managers and employees and adopted by way of the specific integration support, etc., different enterprises in transnational operation when faced with cultural differences and conflicts is not the same, and apply it cannot blindly copy some consolidation pattern. To meet the way, other enterprises may not work for themselves, so the multinational enterprise should adjust measures to local conditions and according to their own actual situation, aiming at the influential factors of the enterprise culture integration, and applying them in the process of integration of communication, education and training, establishing common values and adopting different mode for cultural integration. Multinational companies to invest in China development, bring a lot of advanced management ideas and excellent enterprise culture, as affected by traditional culture, many enterprises in our country some enterprise culture also is in the development and changes, so the multinational companies in China subsidiary is not only to learn from excellent enterprise culture part in our country, should actively carry on more advanced part of the multinational company, the parent company enterprise culture, accelerating subsidiary enterprise culture construction. Through the fusion of different cultures and mutual absorption and infiltration, the final fusion is integrated into a new enterprise culture that is suitable for China's national conditions and has various cultural connotations.

5.2.2 Establish common values

Any enterprise organization has its core values. If it lacks this core, the enterprise development will be affected. Therefore, it is necessary to establish the recognized core values. Managers who are engaged in a multinational operation should abandon ethnocentrism and racism, respect the objective existence of cultural differences and characteristic advantages, with an equal mind to intercultural dialogue, find out the similarities between different cultures and combining site, refined in line with the local and the enterprise the core of the Shared values, establish internal enterprise values for all staff and develop national conditions of the enterprise culture that suitable for China. To establish common values, we must develop cultural identity and respect cultural differences. The construction of a consistent enterprise management concept, forming a common management philosophy concept and eventually gradually form a common value concept.

Enterprise culture is the enterprise the management idea, management mode, values, etc., it is the important guarantee of enterprise development and the necessary "software", leave the "software", enterprises lacking the support of a strong force. If mechanical view of some in the transnational enterprise culture, the soul of enterprise culture role could not effectively play, managers should adjust the mentality to create a corporate culture to adapt to the local cultures. "The enterprise culture construction should take innovation as the core, the enterprise spirit that abandons the innovation spirit is metaphysics, the enterprise culture that leaves the innovation spirit is the unoriginal wood, the water without source." Promoting the culture of the parent company's corporate culture and the location of subsidiary companies can communicate dialogue and integration well and create a culture suitable for local realities. Without this new corporate culture, it would be an "acclimatization" to apply the corporate

culture of the parent company to the actual situation in our country. Only by creating a new enterprise culture adapted to our country's local culture, which means innovating the enterprise culture, can a transnational operation be carried out smoothly. The core content of an enterprise culture is the common value concept, which is the spiritual wealth of enterprise development and the business philosophy of daily business operation. "All the good companies we look at are well aware of what they stand for and are serious about building and forming the values of the company," says American management scientist Peter Peters and Mr. Waterman. In fact, if a multinational company lacks clear values, we doubt it will succeed in business. The common value of this is a common business philosophy and all employees of shared beliefs, only common values enterprise can urge all staff to be able to together, work together to enterprise development activities.

5.2.3 Correct identification and treatment of cultural differences

First of all, we should analyze and study cultural differences, and it is possible to face up to this problem on the basis of fully understanding it. In history, American anthropologist Edward (1959) divided culture into three categories: formal, informal and technical. Formal norms are people's basic values, and they can't easily change the conflicts caused by formal norms by discriminating right and wrong against external forces trying to change it. Informal norms are people's living habits and customs, and the resulting cultural conflicts can be eliminated through longer cultural exchanges. Technical specification refers to people's knowledge, technology, experience, etc. It can be acquired through the study of people's technical knowledge, which can be easily changed. Through analysis and comparison, we can see the cultural conflicts caused by cultural differences of different specifications are not the same, but if you want to change these cultural conflicts brought by the different levels of specification, use method should also be treated differently, only to realize this, can be targeted to take corresponding measures.

Secondly, we should correct the understanding of the notion of cross-cultural understanding: First, to better understand his culture, the first thing you need to fully understand is their own culture, and its changes in terms of development, advantages and disadvantages. Only if we have a good understanding of ourselves can we form a comparison on this basis, better understand his culture, and be able to integrate it, so as to make up for the lacking in others. Second, by looking for a breakthrough point, between each culture in order to get rid of the constraint of native culture, our manager in daily work, should learn to put yourself in a opposite to in their own culture, better use of the Angle of view for the point between the two, at the same time, managers also need to learn to deal with how to make "cultural differences to minimize", a, for example, in the company internal set up various forms of intercultural communication channels or transmission organization, it will be more conducive to the spread of cross-cultural concept.

Cultural conflict is caused by cultural differences, so we have to correctly identify and deal with these cultural differences; only by identifying and dealing with cross-cultural differences can we solve the problem of cross-cultural conflict. it is also an analysis and the psychological background and attitude problem to solve the problem. To properly handle the

conflicts caused by cross-cultural differences, and build a good enterprise culture that has a variety of cultural connotations, the process of transnational business activities must contain full understanding of different cultures. If there is a lack of this kind of culture in the cultural exchange and dialogue, the rift between different cultures will increase, cross-cultural conflict can become quite intense, and cultural infiltration and integration more impossible. Generally speaking there are two kinds of cultural tolerance and understanding connotation: One is the national and the enterprise culture of tolerance and understanding, from a certain culture against the background of the individual tolerance can basically to its native culture, but different individual understanding of the culture and understanding is the jagged, their culture to the enemy and know yourself, ever victorious ", cannot little; for their cultural history background, development and changes, characteristics and disadvantages such as to have a comprehensive understanding of, so as to understand the core of cultural connotation, and the core part is all cultures have in common and combining site, which is also the premise of tolerance and understanding of other culture. The second is the tolerance and understanding of other cultures, which is much more difficult than understanding native culture. To achieve tolerance and understanding of other cultures, engaged in transnational business operators must everywhere and everything on the other side of the Angle and position to analyze and deal with the problem. This requires managers engaged in transnational business to face the different objectives of various environments, one's own culture as much as possible to strengthen dialogue and communication between different cultures, and deepening understanding of China's traditional culture, and thereby reducing the incidence of cross-cultural conflict. Learn to empathy and thoroughly get rid of the influence of its culture, cultivate feelings towards other cultures, to obtain the appropriate reference system and appropriate culture, adopt the objective and fair stance of other cultures. To put oneself in the other party's cultural position to think about the problem, and through this detached attitude to participate in cross-cultural integration. By analyzing their own culture, they constantly find out their advantages and disadvantages and compare them with other cultures to find similarities and differences. Particularly in view of the differences, to strengthen the analysis and understanding, to "know thy enemy," to treat other cultures equally, fuses gradually in the process of operation, increasing goodwill toward another culture and identity. Only in the local culture and other cultures have a tolerant attitude and on the basis of full understanding, to find common ground in both cultures, find a suitable for different culture mode of operation.

After correctly identifying different cultural differences, we should also have appropriate cultural views and attitudes to deal with them. Analysis of everything has positive and negative aspects, positive and favourable factors, and positive and negative factors. When we are dealing with cultural differences, we should also hold the view that cross-cultural conflicts have a driving force and a hindrance to any multinational corporation. "The advantages of cultural diversity can be more and better, because group members come from a variety of cultures, and they often produce more unique solutions and recommendations." Cross-cultural differences are helpful for managers in producing different inspiration and ideas to solve the problem, has good effect to cooperation on both sides, for investors while prevent and delay the development of the enterprise development, but some kind of significance said little cultural differences can keep has drawn great attention of managers, so as to avoid a greater degree of influence. For

us, we can use this to understand Western management ideas and cultural backgrounds. The degree of cross-cultural conflict and contradiction intensifies as the different national culture difference size varies, but if managers of multinational businesses can correctly identify and deal with cross-cultural conflict, the positive role of the cultural differences may far outweigh the negative effects. So we should respect the objective existence of different cultures, have all rivers run into sea mental state, dig out the positive role of cultural differences, promote each other, interdependence and finally long-term enterprise development.

5.2.4 Strengthen cultural exchanges and dialogues

Engaged in transnational business enterprise organization and the employees are from different cultural background, their values, habits and behavior are different, so to some degree the enterprise cultural differences must be exist, it became hinder the role for the enterprise culture construction. Cultural difference is an objective fact and can only be solved by actively participating in it. The two sides of cultural differences constantly resolve the cross-cultural conflicts caused by cultural differences by seeking dialogue and communication. If managers do not seek intercultural dialogue between cultural conflicts and strengthen cultural communication, cross-cultural conflicts are difficult to solve and overcome. As a manager, cultural differences can be overcome by strengthening cultural exchanges and dialogues, which will ultimately help to build a harmonious corporate culture. Builders may, because of cultural differences, have led to the construction of an unsuccessful enterprise culture, creating obstacles in communication between different cultures with different languages, with strong ethnocentrism, large value difference and so on. There are two ways to strengthen cultural exchanges and dialogue channels, one is through formal channels, including a journal publishing group company, on a regular basis to explore communication activities, role play, set up a guest book and comprehensive treatment meeting suggestion box, conflict; the channel is purposeful and targeted to resolve cultural conflicts, with a kind of driving force being formed across all enterprises to relieve the cross-cultural conflicts and create a harmonious atmosphere. Other kinds of informal channels, such as staff, network communication, team training camps at birthday parties, recreational activities, such as form, more informal form help to strengthen cultural exchanges and dialogue, on a basic level, at daily work. Through two different channels, constantly seeking opportunities and creating conditions to strengthen mutual understanding and understanding. Fair and equal to strengthen cultural exchanges and dialogue between different cultures is the need to do, mutual cooperation, mutual respect, mutual compromise emphasizes the positive effects of cultural differences, enhances the harmony between employees and often reaches consensus, thereby reducing cultural misunderstandings. Great importance in cross-cultural dialogue is attached to the conflict between seeking compromise and consensus on important strategies; this dialogue is necessary for the healthy development of transnational operation, and for creating a harmonious corporate culture.

5.2.5 Implement cultural identity strategy

Cultural differences hide many factors of cultural conflict. If these cultural factors are not properly coordinated and resolved, then cultural conflicts may arise at any time. According to Nancy (1986), conflict has three solutions: The first is the more ling (dominance): The more so-called ling refers to the existence of two or more different types of culture, but there is a

kind of cultural influence than other culture completely, the whole operation and all management activities within the organization were dominated and influenced by this culture, with other cultures being almost completely ignored. The second is compromise: This refers to circumvention and compromise between two different cultures; it mainly refers to the difference between two kinds of culture being very small to compromise and concession to seek common ground while putting aside differences, as far as possible to avoid cultural differences and cultural conflicts, in order to ensure the harmonious and stable development of the enterprise. Third, synergy: The uniqueness of this cultural conflict solution is in facing up to the cultural differences that make up the two or more cultures that make up the organization. Synergy refers to the process of complementing and integrating different cultures in an organization to form a new organizational culture. The above three scenarios can be understood as ignoring, minimizing and exploiting cultural differences. The first task of cross-cultural management is to deal with the multicultural differences within these organizations and develop cultural identity.

1. Ignore cultural differences.

The approach of ignoring cultural differences is generally oriented toward pursuing economic interests. This is a transnational corporation that is suitable for the development level of the home country and the host country, which is close to the cultural difference. For general multinational enterprises, policy will quickly into the subsidiary of the parent company, subsidiary, if ordered standard execution in the short term can guarantee improvement of the skill level of the subsidiary, ensure the enterprise's normal production and sales, but also in the long term can slowly improve employees' recognition of their parent company's culture. Such multinationals typically have training centers to instill the company's core values, but companies that ignore cultural differences will have other difficulties. The essence of this strategy is national centralism, with a certain sense of racial superiority, and the biggest challenge in implementation lies in the recognition of all employees. In addition, the strategy of the applicable conditions has a very important premise: that in the face of the cultural differences lead to the loss of the conflict will be far greater than to ignore the impact brought about by the loss, at this time in order to balance the overall benefits of the enterprise, can choose to ignore this small cultural difference. In addition, long-term practice shows that "thoughtful" is much better than the "body," so choosing to ignore the cultural differences attitude can win more time for enterprises to obtain information, in order to fundamentally solve the types of cultural conflicts, and thus promote the development of cultural identity over a long period.

2. Minimize cultural differences.

The key to the strategy of minimizing cultural differences is to face the objective existence of cultural differences and think that the impact of these differences on the company is almost negative. In the process of international operation of enterprises, managers weigh up the various cultures and try to lead them to the same track development, under the premise that it does not affect the interests of the company as a whole and will be treated as cultural differences to minimize, to guarantee the harmonious and stable development of the entire organization.

In addition, we know the basis of cultural conflict is the existence of cultural differences, but it is a potential cause of collisions between the multiple cultures; therefore, to minimize the deal with cultural differences, this strategy can also be understood as organization allowed in many kinds of cultures coexist, isolated from each other, between the culture within their particular field of management, in order to achieve "centralized" diverse cultural patterns, as far as possible. From the perspective of short-term development, minimizing cultural differences can avoid the frequent occurrence of cultural conflicts. From the viewpoint of long-term development, minimizing cultural differences makes all kinds of culture in a specific field play their respective advantages, can improve the recognition of employees in other countries' culture and can help in carrying out a cultural identity strategy throughout the organization.

3. Use cultural differences.

If a multinational company realizes that through the objective existence of cultural differences it can also use the cultural differences between these cultures to obtain competitive advantage, which means that the cross-cultural management is very successful, its transnational operation is bound to bring huge economic benefits. Using a cultural difference strategy can produce competitive advantage. So, take a positive solution to the cultural differences than the more "ling" and "compromise," which is said to ignore cultural differences and minimize cultural differences, the two cultures in compromising the two schemes have an advantage. We know that cultural diversity has many advantages in operation and management, which can enable the company to better adapt to local culture, analyze the psychology of consumers and invest in it. It can also enhance cultural sensitivity and conflict resilience; in addition, the scope of personnel selection can be expanded, which will help to recruit talents, save management costs, and improve the decision-making ability of the company with a broader perspective and more rigorous analysis. With diversity in the use of cultural differences, the company can not only make up for their own culture of oneness and deficiency, it can inject fresh blood into the enterprise, encourage the production of new ideas and new methods, help to form a new kind of corporate culture, for long-term internal implemented within the entire enterprise culture identity strategy adhere to the foundation.

5.2.6 Cross-cultural training

Various types of cultural continuity and connectivity, the surface of the cultural traits although each are not identical, but they are the core part has the similarity, so the gap between different cultures is not cannot beyond. Instead, it can be understood by accepting education and learning, and the differences and conflicts between them can be artificially overcome and surpassed. Cross-cultural training and education is not only aimed at preventing and solving the cross-cultural differences between different cultures and one of the best channels and means of cross-cultural conflict, but it can also help employees actively adapt to other cultures as soon as possible, strengthen the communication between employees from different cultural backgrounds to understand, the multinational companies to strengthen the construction of enterprise culture of one of the very important strategy. In order to enable multinational enterprises to better manage their development in different cultural backgrounds and overcome cross-cultural differences and conflicts, we must attach great importance to cross-cultural

training and education. The managers of multinational enterprises cannot only focus on their work skills, but must also strengthen the cultivation of cultural knowledge. Because of this, many domestic and foreign scholars put forward different kinds of solutions, such as economists. New Polishes suggest “cross-cultural training”, illustrating the five kinds of ways to adapt to a new culture as soon as possible, which are: text plan, cultural fusion, language instruction plan, implement the training plan, sensitivity. Ning’s cross-cultural training according to the new wave of five kinds of ways, we should strengthen the training of cultural knowledge such as knowledge of language, dealing with cultural conflicts, living customs, business ideas, religious beliefs and adaptability and sensitivity to other cultures in the and so on (Li, 2006). We can focus our employees from different cultural backgrounds regions in a piece to education, the whole enterprise staff can present or take part in impromptu speeches, scene simulation dialogue, interchangeability role playing, group discussion, case analysis, field experience, cultural knowledge contests and other ways to break down barriers of cultural psychology of different employees. In cross-cultural training, we should take the position and perspective of each other’s culture to understand each other’s values, religious beliefs, lifestyles, customs and behavior norms. Through cross-cultural training and education, learning different culture similarities as well as other cultural values, social customs and habits, norms, etc., prompting employees in the face of cultural differences can have a good self-adaptation ability and deal with cultural conflict skills, strengthen the staff’s understanding of corporate culture and identity, improve the relationship between the employees and the team cooperation spirit to look brand new, reduce the incidence of cross-cultural conflict, produce a batch of excellent cross-cultural management of multicultural team, and eventually make the enterprise focus on international business activities.

Developing transnational cultural training programs is an effective way to coordinate the cultural conflicts between transnational corporations. Some successful multinational companies will successfully implement similar cross-cultural training. Multinational companies developing a transnational culture training program should focus on the effect of training and practical efficiency, avoid formalization, select training content according to the training objectives and training object, and then select a training method.

1) Select appropriate training content according to the training objectives and the trainees.

The training content should have both knowledge cognition and experience skills, so the training content of transnational culture is so complicated that no single training program can cover all the content. Therefore, the company should select appropriate training content according to the training target when developing a cultural training program.

2) Select appropriate training methods according to the training content of transnational culture.

Transnational cultural training methods can be classified into three types: knowledge factual type, affective analysis and behavioral practice.

A. Knowledge summary type

This has an overall understanding of cultural concepts, features, components and influences on values and behaviors, and has an objective understanding of certain cultures, such as the history, humanity and customs of a country. The main method is the transmission of knowledge and information, which can include lectures, reading, films and videos.

B. Emotional analysis type

Cultural attitudes are neutral, and they are emotionally aware of their own cultural and foreign cultures and tolerate differences. Cultural assimilation, case study, cultural comparison and sensitivity training can be achieved. The main forms include self-test, role play, man-machine dialogue, written material, organization discussion and video recording, etc.

C. Behavioral practice

This is to modify behavior through maximum participation and mastering the necessary interactive skills. Through simulation and field experience, the target effect, role playing, environment simulation, work investigation and computer network are adopted. Different transnational culture training methods apply to different training contents. Therefore, it is necessary to choose appropriate training methods according to the training content when developing transnational cultural training programs.

1) Main content of cross-cultural training

The cultural difference and the existence of conflict make the enterprise internationalization management face many challenges. Therefore, it is a difficult and urgent task for enterprise personnel to train in transnational culture. An enterprise can, through the enterprise training site, also employ some experienced people or culture consultant to guide employees across the unfamiliar cultural field, to keep the business enterprise inside the flow of information and the efficiency of the decision-making process.

A. Cultural sensitivity training

Cultural sensitivity is the reaction of people to the impact of other cultures and their culture. For cultural sensitivity training it is mainly in order to make employees aware of the culture of a country on earth and how to affect people's life, thoughts and behavior, and enhance their understanding of other cultures, to avoid blind and extreme sexual views or behavior. Cultural sensitivity training needs to be presented in two aspects. The first one is the main characteristics of the system training related to the cultural essence, cultural background and difference from other cultures. The second point is to train expatriate managers in the cultural characteristics of the host country and perceptual analytical capability. The main method is to enterprise internal employees from different cultural backgrounds together specialized knowledge training, role play, etc., let them open communication and communication, to the code of conduct of different roles have deeper understanding, avoid the cultural conflicts in the future when the aggressive behavior. Perfect cultural sensitivity training can prepare expatriate managers to cope with the impact of different cultures and alleviate the feeling of discomfort or pain.

B. Language learning and training

Language training is the best way to improve the adaptability of different cultures. Language training includes the training of language form and the form of nonverbal communication, on the one hand to let staff become familiar with and master other language knowledge, while on the other hand, we must strengthen our knowledge of such customs and etiquette, body language, symbols and other forms of nonverbal communication, in order to reduce misunderstanding and conflicts in communication.

C. Transnational cultural communication and conflict management training

By organizing social activities between parent companies and subsidiaries, transnational corporations enable employees from different countries and nationalities to have more opportunities to contact and communicate with each other and strengthen communication between them. Although cultural sensitivity training can improve employees' cultural sensitivity and adaptability toward the host country, it can't guarantee that the host country will effectively cope with various impacts of different cultures. This requires the parent company to assign to the host country subsidiary managers who must learn to respect and accept the attitude of cultural difference, and who should often be trained in some actual conflict processing capacity, in order to improve the strain capacity, the conflict and organize the implementation of effective control and management of the whole.

D. Regional environmental simulation training

This refers to by simulating the host country culture, the language communication obstacles you might encounter in host countries, customs and religious beliefs, thinking mode etc. The performance of the cultural differences is enumerated, shown in front of the employees, allowing them to think about how to refer to the host country situation to the thinking mode of the combination of these conflicts century to deal with it.

E. Cultural adaptability training

To expatriate employees to work in the subsidiary or parent company is on a business trip, let them to impact between different cultures and their influence has personal feelings, or you can arrange them with the parent company internal employees hold the citizenship of the host country of nationality or the other countries work together, to participate in some practical management activities, through the conflict in the process of dealing with practical experience to enhance its adaptability to the multicultural. At the same time, also can let the host country subsidiary to the parent company employees learn a period of time, make its work with the parent company employees, enhance his ability to adapt to his or her home country culture and cultural conflict handling capacity, so after he returned to the subsidiary, not only can be more clearly realized the advantage of home culture can also help the subsidiary managers to deal with some of the internal cultural conflicts caused by heterogeneous cultural differences.

F. Training in understanding the similarities and differences between home culture and host country culture

Multinational managers can invite experts and scholars in the field of cross-cultural management or with the practical experience of managers in the host country to deal with cultural conflict through cultural training for enterprise staff. The training is mainly for home country culture and host country culture of their own characteristics and advantages as well as the similarities and differences between the two cultures. In addition, classroom training can be provided for employees by organizing seminars within the company and setting up special cultural training departments.



CHAPTER 6

CONCLUSION

For BC this culture complex companies, multinational companies the process of enterprise culture construction is not achieved overnight, need to enterprise culture construction in cross-cultural conflict in-depth thinking and for the construction of enterprise culture at all levels. There is a need to integrate the existing enterprise culture and the investment country culture according to relevant strategies, absorb the reasonable parts and build a new enterprise culture with various cultural connotations. In this paper, through the study of key to think BC company's culture construction of a national culture of tolerance, and to establish shared values, managers who are engaged in a multinational operation should abandon ethnocentrism and racism, respect the objective existence of cultural differences and characteristic advantages, with an equal mind to intercultural dialogue, find out the similarities between different cultures and combining site, refined in line with the local and the enterprise the core of the shared values, establish internal enterprise values for all staff, and develop national enterprise conditions that are suitable for China. To establish common values, we must develop cultural identity and respect cultural differences.

We should strengthen cultural communication, build a consistent concept of business operation, form a common philosophy of management and eventually form a common value concept. We should strengthen the communication between cultures, and allow differences to become characteristic. If managers do not seek intercultural dialogue between cultural conflicts and strengthen cultural communication and communication, cross-cultural conflicts are difficult to solve and overcome.

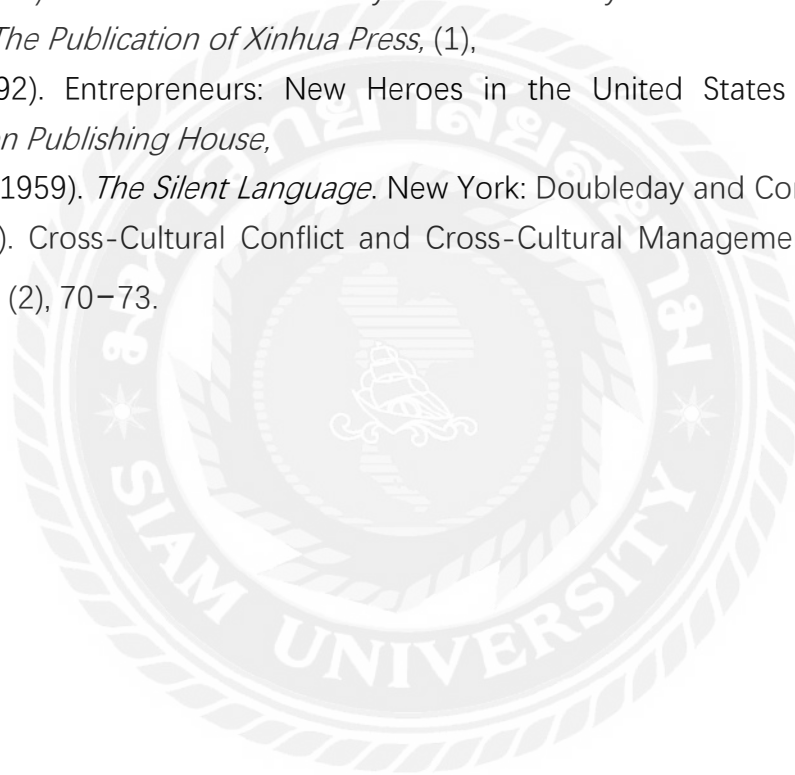
As a manager, cultural differences can be overcome by strengthening cultural exchanges and dialogues, which will ultimately help to build a harmonious corporate culture. The topic: This requires managers engaged in transnational business to face the different objectives of various environments, and one's own culture as much as possible to strengthen dialogue and communication between different cultures, deepening understanding of China's traditional culture, and reducing the incidence of cross-cultural conflict. Learn to empathy and thoroughly get rid of the influence of its culture, cultivate feelings towards other cultures, to obtain the appropriate reference system and appropriate culture, adopts the objective and fair stance of other culture. To be in the other party's cultural position and think about the problem, and through this detached attitude to participate in cross-cultural integration.

Create a distinctive hierarchical corporate culture. The cross-cultural conflicts brought about by the cultural differences of enterprises are an objective fact, so we should face the problems caused by cross-cultural conflicts. Cultural conflicts occur at several levels of corporate culture, including physical, behavioral, institutional and spiritual, and the impact is different in size. The enterprise culture is formed during the operation of the enterprise, which can resolve the contradiction through the recessive influence. And this influence plays a different role at all levels of corporate culture.

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APPENDIX

QUESTIONNAIRE SURVEY

Hello, in order to understand your company's corporate culture development, I hope you cooperate with us for this survey. Please answer according to the questions asked by the questionnaire and answer your own true ideas. Thank you for your cooperation!

1.What is your nationality?

- A. American
- B. Chinese
- C. British
- D. Other

2.Your position in the company is ____?

3.Do you feel comfortable with the company's existing corporate culture?

- A. Very adaptable.
- B. Be able to adapt.
- C. Not adapted to.
- D. Very unadaptable.

4.Do you think there are cultural conflicts in different countries in the existing culture of the company?

- A. Obviously.
- B. Is not obvious.
- C. Does not exist.

5.What do you think is the root of cultural conflict ?

A. Different countries have different corporate cultures.

B. Values in different countries are different.

C. The strength of different cultures is different.

6. Which culture do you think is better for the enterprise atmosphere?

A. A culture as a leading enterprise culture.

B. Corporate culture with independent coexistence of different cultures.

C. Inclusive corporate culture.

7. What do you think needs to be done to prepare for the establishment of inclusive corporate culture?

A. strengthening intercultural communication.

B. Correctly understand the differences between different cultures.

C. strengthen cross-cultural training.

strengthen the sense of identity with different values and promote the complementary advantages among cultures.