

# MGT3146 Individual Coursework



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**Submission date:** 11-Dec-2019 12:23PM (UTC+0000)

**Submission ID:** 115887921

**File name:** 

**Word count:** 3399

**Character count:** 20995



**Middlesex  
University  
Dubai**

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**Module Code:** MGT3146

**Module:** International Management and Ethics

**Module Tutor:** Mr. Rhoderick Romano

**Deadline:** Wednesday, 11<sup>th</sup> December 2019

**Word Count: 2420**

Analytical Report

# ACQUISITION: UBER & CAREEM



creative presentation

AM Consultancy

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## **Introduction**

This report seeks to explore the potential challenges Uber and Careem are subject to post-acquisition plans in 2018. The ever evolving pace at which Globalization is progressing has facilitated the ease with which companies can move to foreign countries to exploit advantageous locations (Morrison, 2011) as well take advantage of acquisition opportunities in order to exploit synergies. Thus, suggesting the need for companies to account for VUCA; Volatility, Uncertainty, Complexity, <sup>informal</sup> ambiguity in what is known as a growing and dynamic world where 'hyper globalization' plays a paramount role. <sup>good</sup>

The political, economic and legal environment are of great importance as they render a deeper understanding of a foreign business environment (Frue, 2016). Nevertheless, the cultural environment a firm is moving into is of equal, if not even greater importance due its complexity. According to Edgar Schein (cited in Buchanan and Huczynski, 2017), culture goes beyond 'artifacts' i.e. is what is blatantly obvious to the naked eye such as language and manners, into basic underlying assumptions that are often overlooked by International managers due to their unconscious nature. It is therefore necessary to probe every aspect down to the core as other facets such as those mentioned above are a byproduct of culture – a man-made part of the environment (Herskovits, 1948). <sup>17</sup> <sup>good</sup>

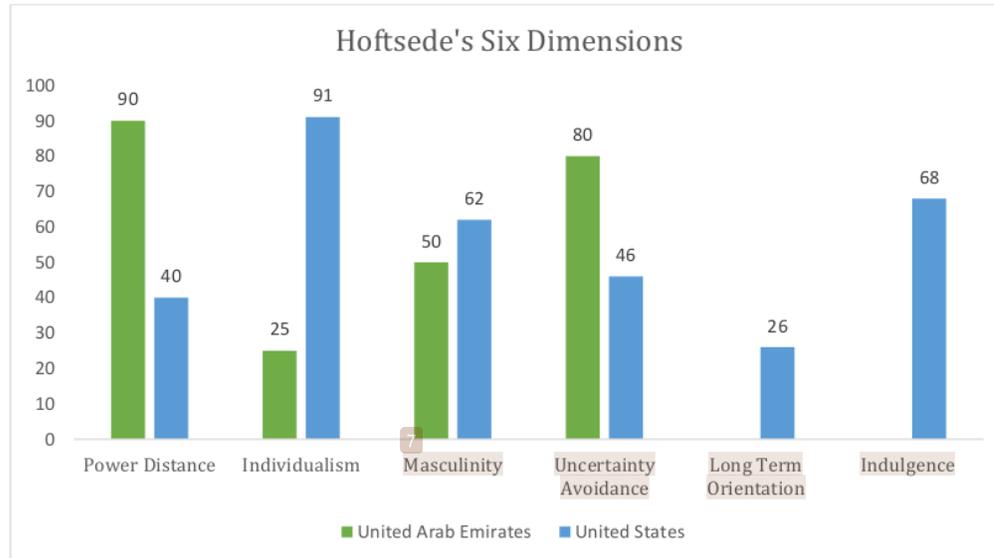
Considering that Uber and the latter are culturally distant organizations i.e. Uber, an American organization and Careem originating from the Middle East, signal several cross-cultural hurdles the consolidated firm is likely to experience. Three seats being upheld by Uber representatives and two by Careem (Somerville et al., 2019) suggest that top management will now consist of officials from both companies who may have juxtaposing ways on going about; Decision Making, Negotiation & Communication, Leadership as well as Cultural Intelligence.

Hence, the report navigates through the ways in which culture influences crucial management theory processes and serves as guide for international managers to surpass cultural boundaries in business.

Introduction well written 

## Hofstede's Analysis

Hofstede's national cultural theory is incorporated to compare country level culture and envisage the cultural disparities of these two countries that shape the amalgamated culture of the dyad between Uber and Careem. It serves as a measure of culture in like manner of GDP; an indicator of economic growth. good



Source: Hofstede Insights (2019)

**Power Distance:** The US possesses a relatively low score of 40 in comparison to that of the UAE i.e. 90. Hence, this suggests that in Middle Eastern organizations communication is in a more top-down approach due to a hierarchical structure. Subordinates are likely to have more respect for their managers due to stringent control that managers retain as “benevolent autocrats” leaving close to no room for participative management. (Browaeys and Price, 2011; Hofstede Insights, 2019). This is contrary to American Organizations that are likely to possess a relatively flat structure, implying more teamwork, as well as a manager seen as a facilitator rather than an expert as seen in the UAE. good

**Individualism/Collectivism:** With a low score of 25, Arabs lean towards collectivism and are likely to see themselves working towards a common goal. This results in recruitment as well as decisions for promotional opportunities relying heavily on relationships in an organization also known as *wasta* in this part of the region. Reference issue consensus decision making is also common, rubbing off collectivist attitudes (Browaeys and Price, 2011). Conversely, America scores 91 leaning towards individualism; reflecting employee's expectations to exhibit initiative and self-reliance (Hofstede Insights, 2019). Additionally, communication is regarded as participative; accounting for all employees' standpoints (Hofstede Insights, 2019).

good

**Masculinity/Femininity:** The US and the United Arab Emirates' scores average around 50-60; leaning towards Masculinity. This suggests that competition, success and assertiveness drive the need for strong "symbols of success" to be evident (Buchanan and Huczynski, 2017). This could take the form of job enrichment or financial perks such as bonuses. Consequently, the common underlying basis for motivation of these two nations is seen as ambition over service to others (Browaeys and Price, 2011). good

**Uncertainty Avoidance:** The US scores 46 on this dimension implying a risk-taking trait amongst Americans maintaining ambiguity (Hofstede Insights, 2019) whilst the UAE has proven to be risk averse with a high score of scores 80. As a result, corporate plans are likely to be seen more as guidelines rather than mandatory to follow within American organizations compared to those in the UAE. ok

**Long Term Orientation:** Despite a no-score show on the graph above, a survey conducted by (Gaweesh and Al Haid, 2018) suggest that UAE possesses a long-term orienta good his suggest that managers are likely to engage their employees in training as they are less likely to consider it a cost in the short run but instead, value the benefits derived from investments as such in the long run. Furthermore, due to being long term orientated managers are likely to set out long term objective that subordinates will achieve in due time. This is likely to be the opposite in America, scoring 26 on this dimension hence proving to be more short-term orientated (Hofstede Insights, 2019).

**Indulgence:** The US scores 68, suggesting a high regard for leisure, indicating a work hard/play hard attitude. This implies the importance of work-like balance amongst American organizations. A survey conducted by Ligaya (2010), suggests that the UAE also shares similar attributes. good

The analysis above helps acknowledge disparities amongst both cultures that is likely to persist within the organizational cultures of Careem and Uber. Hence, if accommodated for by international managers, drives success. Nevertheless, Hofstede's analysis represents tendencies and should not be the sole determinant upon which conclusions are drawn as the theory is based on 'national' culture; reflecting what maybe apparent amongst a majority, fostering air of ecological fallacy (Hofstede, 1993). Therefore, in order to eliminate prospects of sophisticated stereotyping at the tapered, individual level other models such as that of Schwartz (cited in Thomas, 2002) good should be taken into account in order to discern causal links between culture and individual behaviors.

According to a report by the Economic Intelligence Unit (2012), on average 50% of respondents, made up of international senior executives gauged that disparities in cultural traditions and differing workplace norms are perceived as the greatest impediments to successful cross-border relationships. Thereby implying a correlation between cultural awareness and cross-border ambition. good onomic Unit Intelligence, 2012). This emphasizes the importance of cross-cultural management (Adler, cited in Imai and Gelfand, 2010) and the overriding role it plays in influencing fundamental tasks such as Decision Making, Negotiation and several more, key to the success of the acquisition of Careem by Uber.

## Decision Making

The process of decision-making varies across countries as a result of an underlining influence of cultural disparities. Thereby, social cognition and mental representations are contributing factors to a particular decision-making style adopted (Thomas, 2002). Decisions on allocating resources, selecting employees and merging with organizations vary from organization to organization due to the weighing influence that culture has on this complex process (Thomas, 2002).

good

The Rational Decision-Making process and Heuristics are heavily influenced by culture (Thomas, 2002). Collectivist cultures like the UAE account for the effects of a decision on the entirety of a group, wherein individualists i.e. Americans' focal point in decision making is the effect on the individual (Kim and Drolet, 2003).

Recruitment & Selection methods adopted by the US and UAE differ greatly owing to cultural variations. Individualist culture such as the US recruit employees on the basis of achievement and merit (Brewster et al., 2016). Conversely, as suggested in Hofstede's *wasta* plays a significant role in the Arab business world (Barnett et al., 2013). Therefore, employees are likely to be recruited based on "who they know rather than what they know" i.e. ascription over merit.

good

Furthermore, collectivist cultures such as the UAE stress on equality over equity which proves to a juxtaposed notion amongst Americans; having a higher power distance (Thomas, 2002). As a result, reward allocation is likely to be more generous in Middle Eastern organizations than in the US. In addition to this, ethical judgements are influenced by cultural relativism as moral concepts derive from habits and attitudes of a culture (Thomas, 2002). Therefore, what may be seen as acceptable to an open society like America may be deemed unethical in the UAE.

On the whole, Arabs reinforce consensus; adopting a consultative decision style (Ourfali, 2015) compared to an authoritative style amongst Americans. Hence, a way forward from this is the incorporation of Aguinis et al. (2012) five performance management universals by Uber and Careem. The principles highlight performance management systems that promote organizational effectiveness that can be exploited by the dyad including; allocating meaningful rewards. According to Aguinis et al. (2012) "rewards must be meaningful and important to employees". Therefore, this implies the importance of allocating a right fit of rewards that accommodate for differing cultures, i.e. if rewards were to be based on the performance of individualists this may misfire, causing a lack of motivation amongst collectivists. A best-practice recommendation would be for Uber & Careem to avoid huge gaps of inequity regarding rewards across individual performers holding similar positions within the organizational hierarchy (Aguinis et al., 2012) who are of collectivist nature i.e. Careem employees.

good

## Negotiation & Communication

Culture influences the negotiation & communication styles adopted by cross border acquisitions such as that between Uber & Careem through double layered acculturation (Thomas, 2002). This suggests that both organizations would have differing ways of negotiating & communicating within the dyad or externally.

Effective negotiation is facilitated by communication (Thomas, 2002). However, communication in itself has proven to be of great complexity. According to Adler (cited in Imai and Gelfand, 2010), the ability to negotiate effectively across cultures plays an underlying role in the success of inter-organizational relationships such as Uber and Careem. A prime example that highlights the importance of this was the unsuccessful merger between that failed in cultural fit. A report by The Economist Intelligence Unit (2012) stated that lacking in cultural and linguistic compatibility as well as several other downfall falls had left the two companies separating. Furthermore, cross-border relationships as such that fail are costly firms financially, operationally & reputation (The Economist Intelligence Unit, 2012) therefore proving vital to navigate effectively through management processes as such. good

Communication can be explicit or implicit and thereby direct or indirect owing to cultural tendencies (Thomas, 2002). High context cultures such as the UAE are implicit i.e. messages aren't directly expressed whereas the US, a low context culture portray explicit meaning; stating everything blatantly (Hall & Hall cited in Brewster et al., 2016). Hence, communicating in clear-cut manner during a negotiation may come across as impolite by Arab counterparts, leaving them reluctant to share proposals.

Additionally, accommodating for proxemics i.e. use of personal space effectuates effective communication in the Arab world. According to research conducted by Bartleby (2008) Arabs tend to stand closer when conversing in comparison to Americans, however this varies by gender. Shaking hands, standing in close proximity to a woman is frowned upon in the Middle East- reflecting religious practices in Islam. Knowledge of silence vs verbal overkill is also seen to be crucial to the success of a negotiation (Thomas, 2002). Indirectness associated with Arabs leads them participating in what is known as *mubalaqha* or exaggeration in order to get their point across (Almaney and Ahwan cited in Thomas, 2002). This can come across as assertive or authoritative, implying negotiation is deliberately being steered in a certain desired direction. Ethnocentrism leads to the adoption of different culture-specific schemas by both cultures. 💬 2

Consequently, 5 Cultural Intelligence (CQ) - the ability to successfully adapt to new cultural settings (Imai and Gelfand, 2010) plays a significant role in facilitating this process. Negotiators with higher CQ scores maintain greater cooperative methods (Imai and Gelfand, 2010) bridging cultural distance and improving communication, thereby fostering successful negotiation. good

In order to reap benefits of an intercultural negotiation approach, employees at Uber & Careem should be selected on the basis of CQ score; increasing chances of favorable agreements (Imai and Gelfand, 2010). Training programs can be utilized to ameliorate CQ levels amongst negotiators and employees within the acquisition whilst minimizing

the effect of cultural-specific schemas. BATNA- Best Alternative To A Negotiated Agreement could be made use of by Uber & Careem opting for the alternative that harvests maximum value should all negotiation tactics give out (CFI, 2019).

good

## **Leadership & Cultural Intelligence**

A universal leadership style that can be applied globally doesn't exist mainly due to the fact that the culture has an underlying influence, shaping the way leadership is discharged as it shadows habits and attitudes of a culture. The ability to motivate and lead individuals from different cultures is regarded as the one of the most complex tasks faced by international managers (Thomas, 2002) as well as a key HR strategy measure to the success of organizations (Sowmya, 2018) and should therefore be determined diligently.

8

The leadership styles adopted by the UAE and the US have proven to be on either end of the spectrum owing to cultural tendencies. Collectivist cultures like the UAE have proven to adopt a Paternalistic style due to expectations that managers should behave like "fathers"- caring for employees and taking responsibility of the entire organization (Thomas, 2002). Elements of bureaucracy are prevalent. Less comparison, more culturally intelligent advice  
coalescence of these two deemed as *Sheikocracy*- a term used to describe the adoption of a style reflecting an authoritarian and patriarchal approach to leadership (Thomas, 2002). Nevertheless, the country has been influenced by western practices whilst still holding onto tradition implying a "duality"- amongst Arab managers that find themselves in juxtaposition. For instance, the adoption of performance-based selection & promotion systems whilst still employing people on the basis of personal relationships and ties i.e. *wasta* resulting in a *Prophetic-caliphal* model (Khadra, cited in Thomas, 2002) to transpire. Conversely, leaders in the US are paid relatively more in comparison to non-leadership role salaries emphasizing the significance of a leader (Thomas, 2002). This is reflective of the individualist nature of society adopting Directive Leadership (Mills 2005).

good

Uber & Careem would be able to nullify these complexities by adopting a set leadership style from GLOBE (2019). The study suggests 6 leadership dimensions; charismatic/value-based, team oriented, participative, humane oriented, autonomous & self-protective. These are said to be culturally based 'shared' conceptions thereby providing a common ground upon which an effective leadership style may be collated.

Earl & Ang (cited in Triandis, 2006) necessitates that in order for a dyad to surpass boundaries it is essential to develop cultural intelligence. good  
ence, suspending judgement would be ideal until adequate amount of information is collected to allow for a culturally accommodated decision. Additionally, in order for managers at UBER & Careem to overcome the bias that's associated with ethnocentrism they would need to develop skill to look beyond the 'false consensus effect' through the incorporation of training within the acquisition.

Nevertheless, it should be noted that individuals may be 'allocentric' or 'idiocentric' (Triandis, 2006) therefore studies serve as an underline and basis of understanding and should not be used rigidly resulting in ecological fallacy.

Cultural analysis well written

### **Conclusion:**

In conclusion, fundamental tasks such as Decision Making, Negotiation & Communication and Leadership are culture bound thereby emphasizing the need for international managers to be culturally effective through extensive training, developing CQ in order to get the most out of their staff and enrich the organization. Therefore, to maximize benefit off the acquisition, Uber & Careem should:

Conclusion

- Allocate a just fit of rewards & employee selection systems that are culturally accommodating.
- Engage in effective training to develop intercultural negotiation skills whilst accounting for BATNA where necessary.
- Adopt leadership dimensions such as that suggested by GLOBE studies in order to lead effectively across cultures.

Conclusion - well written

## **Appendix**

### **Hofstede's Dimensions:**

- *Power Distance*: extent to which members of society are prepared to accept a hierarchical & unequal power structure.
- *Individualism/Collectivism*: degree of interdependence amongst members of society.
- *Uncertainty Avoidance*: extent to which members of society are prepared to tolerate ambiguity & risk versus rule making & bureaucracy
- *Masculinity/Femininity* refers to whether a society is driven by competition, achievement & success (masculine) or quality of life as an indicator of success (feminine).
- *Long Term Orientation*: long term thinking in society - perseverance & persistence versus the here & now.
- *Indulgence*: members of society's mindfulness towards spending lavishly.

**Cultural Schemas**: theory suggesting that humans form classifications in order to comprehend members of other cultures.

**Prophetic-caliphal model**: model developed by Khadra (1990) suggesting two different leadership styles that may arise to fill a leadership vacuum in Arab society, formed by the absence of institutionalism.

**GLOBE (Global Leadership and Organizational Behavior Effectiveness)**: findings of a survey conducted on 17,000 respondents in 62 societies on attributes they accept and associate a leader with to develop universally desirable leadership behaviors, demonstrating subjectivity of management best practice.

**False consensus effect**: tendency to overestimate the extent to which one's own opinions, beliefs, preferences, values, and habits are normal and correlate with those of others.

**Ecological Fallacy**: occurs when conclusions about individuals are drawn based on analyses of group data only.

**Idiocentric**: those individuals that may belong to collectivist cultures but think, feel & behave similar to people in individualist cultures.

**Allocentric**: those individuals that may belong to individualist cultures but are similar to people in collectivist cultures.

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FINAL GRADE

74 / 100

GENERAL COMMENTS

### Instructor

A good piece of work covers the key function of an assignment: it is proof that you've done the reading, that you can apply this reading to a practical situation and that you can think critically and provide solutions. Like a book, a report has a plot. This means that you've written a clear introduction of the purpose of the report, presented as a professional consultant and it includes a contextual description of the globalised world as it stands to give the reader a context.

You were also able to include relevant macro-level information that facilitates a basic understanding for the conference participants, using practical examples including own experience are not written up as a diary but are formatted as examples that can be found in current affairs outlets. But macro-level analyses only give us socio-economic information and we want to know more about culture.

Since this report is for a practical audience with various backgrounds, the Hofstede analysis is to the point, focusing on the main differences and not just a description of the dimensions. Any evidence found of cultural difference is relevant to the brief and is balanced.

But Hofstede is only useful up to a point. A good report then includes a clear analysis of the articles addressing the following topics (sub headed): Decision Making, Negotiation & Communication, Leadership & Cultural Intelligence. A good report includes the practical implications for managers for each of the articles and found examples to illustrate the key message with a culturally intelligent analysis that is useful for any conference participant, who may be bi-cultural/mixed or operates in a cross cultural situation.

A good report has a brief conclusion that reflects good business sense that is useful for a manager and reflects cultural intelligence and sensitivity to the complex, globalised environment and included key recommendations that are presented using bullet points. References at the end of the report are reliable, more than 6 sources. Grammar and Spelling is correct

and a good report guides the reader by making one point per paragraph, linking sections and explaining how to interpret the information.

In general, good practical advice on each of the sections and there is strong evidence of engaging theory covered in the lecture.

use of core and essential texts and of assigned reading articles evident.

Congratulations!

NvM: moderated. A good report, well written, structured and resourced. Ensure you explain how to achieve recommendations.

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PAGE 1

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PAGE 2

QM

### **creative presentation**

creative presentation

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PAGE 3

QM

### **Not needed - table of contents**

It wasn't necessary to include a table of contents. If you do, always make sure it is useful and include page numbers. Table of contents is useful for larger documents, with many subheadings.

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PAGE 4

QM

### **informal**

informal

***Additional Comment***

&

QM

### **good**

good

QM

**good**

good

QM

**Introduction well written**

This is a clear introduction of the purpose of the report, written up as a professional consultant, not as a student (i.e., avoided 'for my course work I had to...') and includes a contextual description of the globalised world as it stands.

***Additional Comment***

use of articles to add depth and reflects challenge of globalization for audience effectively.

PAGE 5

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QM

**good**

good

QM

**good**

good

QM

**Reference issue**

Learn how to reference properly - check the resources via the library or LET. Middlesex University uses Harvard APA. <https://unihub.mdx.ac.uk/your-study/learning-enhancement-team/online-resources/referencing-and-avoiding-plagiarism>

QM

**good**

good

PAGE 6

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QM

**good**

good

QM

**ok**

ok

QM

**good**

good

**Additional Comment**

not just relying on the no score. good effort!



**good**

good



**good**

good



**good**

good



**Hofstede well written**

Evidence that you have understood key issues and been able to effectively integrate theory and practice, using Hofstede's dimensions as a starting point and comparing country or origin with the executive's destination. Student included a graph as shown in class.

**Additional Comment**

to the point and relevant interpretations for the audience. use of additional sources for depth of discussion is appreciated. reflects limitations of the model and suggests way forward.

PAGE 7

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**good**

good



**good**

good



**Comment 1**

excellent use of the article

PAGE 8

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**good**

good



**Comment 2**

a bit vague on the last sentence here.

QM

**good**

good

PAGE 9

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QM

**good**

good

QM

**Less comparison, more culturally intelligent advice**

You continue to comparison here but it's key to move on from country A vs country B and think about management behaviour in a truly international environment where A vs B isn't applicable because there are many mixed backgrounds etc. What is the culturally intelligent thing to do here? Decision making, negotiating etc have distinct theories and the role of culture should be considered, using practical examples to make the point.

QM

**good**

good

QM

**good**

good

PAGE 10

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QM

**Cultural analysis well written**

Clear analysis of selected country x Netherlands on the following topics (sub headed, using creative and innovative titles): Values & globalization, Decision Making, Negotiation & Communication, Leadership & Cultural Intelligence. You included practical examples from the Financial Times etc. You're advising an executive who works in the a specific sector, so there's lots going on!

***Additional Comment***

discussion points clearly show evidence of engaging theory and use of other sources appropriately applied for the audience. this is excellent work.

QM

**Conclusion**

A conclusion is a summary that makes good business sense that is useful for a manager and reflects cultural intelligence and sensitivity to the complex, globalised environment. New information needs to be discussed beforehand because a conclusion is wrapping up the entire report.

QM

**Conclusion - well written**

Coherence, synthesis and integration of contents: The summary reflects good business sense that is useful for a manager and reflects cultural intelligence and sensitivity to the complex, globalised

environment.   
Personal experience/anecdotes are not written up as a diary but are formatted as examples that can be found in current affairs outlets. Facts are referenced.

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