

teaching note

Introduction/Summary

This case study presents a scenario about Mr. David Miller, a US born and educated Hotel General Manager (HGM), receiving an offer to become a general manager of a luxury hotel in Dubai. Although it appears to be a good stepping stone for him, David has some concerns in relation to his career goals, the hotel in Dubai, the hotel industry in Dubai and the Middle East. The case study aims to generate discussions about how hotel companies can train their managers to develop and lead a cross-cultural teams and how they deal with cross-cultural challenges.

Learning Outcomes

This case study presents a scenario about a US born and educated Hotel General Manager (HGM) receiving a job offer to manage a hotel in Dubai. The case study aims to discuss issues about how a hotel general manager can be trained to lead cross-cultural teams, how hotel managers can deal with cross-cultural issues at a hotel where there are employees from different cultures and countries and how hotel managers better manage work-life balance.

By the end of this session, students should be able to:

- Define team, culture, ethnocentrism, globalization, cross-cultural dimensions and cultural intelligence.
- Discuss importance of managing multi-cultural teams.
- Evaluate expectations from leaders in different cultures.
- Propose strategies for leading multi-cultural teams.
- Discuss work-life balance issues for hotel managers.
- Discuss difficulties and benefits in relation to living in different countries/locations.

Prior to Class

Prior to class, students will be asked to read the case study, provided power point slides and additional reading materials on cross-cultural issues. They will be asked to be ready to answer and discuss the following questions/topics:

- Theoretical Concepts
- Team versus group
- National culture
- Ethnocentrism
- Globalization
- Cultural intelligence
- Low-context cultures
- High-context cultures
- Cross-cultural dimensions
- Work-life balance

Questions related to the Case Study

- What would be the advantages and disadvantages for David to accept this offer?
- If David accepts the position, what should he do to prepare for success in his new role?
- What should First Quality Hotels do to prepare David for success in his new role?
- If you were to develop a cross-cultural training program, which topics and activities would you include?
- How can David better manage work-life balance?

Class Instruction

Phase I (50 to 75 minutes)

Start the class with an open discussion about how many students travelled to and worked in another country. You may also ask whether they have worked with people from other cultures and countries (5-10 minutes)

You may show a short video clip on cross-cultural issues or leading multi-cultural teams. There are different video clips available online but the one at <http://www.youtube.com/watch?v=kLTvAOijPKs> may be a good start to discuss cross-cultural issues and how people from different cultures think and act differently (10 minutes).

Divide students into small groups and each them define the following terms together (10 minutes):

- Team versus group
- National culture
- Ethnocentrism
- Globalization
- Low-context and High-context cultures
- Cultural intelligence

Hofstede's cross-cultural dimensions (Uncertainty avoidance, power distance, individualism versus collectivism, masculinity versus femininity and time orientation).

Work-life balance

Let each groups present their group definitions or you can request each group to present and discuss one definition (10 minutes)

Lecture with discussion on Hofstede's Cultural Dimensions and class discussion (15-20 minutes)

Ask each group to answer/discuss the following questions (5-10 minutes):

- How can we adjust to a new culture?
- What is cultural intelligence?
- What are the stages in adjusting to a new culture?

Let each group present their answers for the above questions (5-10 minutes)

Lecture on universal facilitators and impediments of Leadership Effectiveness (15 minutes)

Class discussion on strategies to lead multi-cultural workforce (10 minutes)

- Summary of key points through review questions (5-10 minutes)
- National culture refers to...
- Hofstede's cross-cultural dimensions are...
- In order to lead a multi-cultural workforce, leaders should...
- Universal facilitators of leadership effectiveness include...
- Universal impediments to leadership effectiveness include...
- Strategies for leading multicultural teams include
- Work-life balance refers to...

Phase II (50 to 75 minutes)

Ask students to form small groups (2-3 minutes)

Ask each group to debrief the case study by explaining the following topics (10 minutes)

- What is the case study all about?
- Background to Mr. David Miller
- Information about First Quality Hotels Group
- The Hotel General Manager Position in Dubai
- The Hospitality Industry in Dubai
- What are David's concerns and do you agree with him?

Assign each of the following questions to one or two groups and ask them to prepare an answer (10 minutes):

- What would be the advantages and disadvantages for David to accept this offer?
- If David accepts the position, what should he do to prepare for success in his new role?
- What should First Quality Hotels do to prepare David for success in his new role?
- If you were to develop a cross-cultural training program, which topics and activities would you include?
- How can David better manage work-life balance? Should the company develop some programs?

Let each assigned group to present their answers to the class and allow class discussions (15 minutes):

- What would be the advantages and disadvantages for David to accept this offer?
- If David accepts the position, what should he do to prepare for success in his new role?
- What should First Quality Hotels do to prepare David for

success in his new role?

- If you were to develop a cross-cultural training program, which topics and activities would you include?
- How can David better manage work-life balance? Should the company develop some programs?

Summary of the case study and ask students about what they have learned from this topic and the case study (10 minutes).

Assignment after teaching sessions

Ask each student to interview a manager from the hospitality industry about the challenges she/he faces in working with employees and managers from different cultures and countries and how they overcome these challenges.

Assessment

Develop multiple choice, true and false and short answer questions related to topics discussed in class.

Ask each student to interview a manager from the hospitality industry about the challenges she/he faces in working with employees and managers from different cultures and countries and how they overcome these challenges. Based on this each student should write a report.

Additional Reading Materials for Students:

- Deery, M. and Jago, L. (2009). A Framework for Work-Life Balance Practices: Addressing the Needs of the Tourism Industry. *Tourism and Hospitality Research*, 9(2): 97-108.
- Henderson, J. (2006). Tourism in Dubai: Overcoming barriers to destination development. *International Journal of Tourism Research*, 8(2):87-99;
- Hofstede, G. (1989). Organizing for cultural diversity. *European Management Journal*, 7(40): 390-397.
- House et al. (2004). Culture, Leadership and Organizations, The GLOBE Study of 62 Societies, Thousand Oaks, CA: Sage Publications.
- Leemann, S. and Younes, E. (2005). The Dubai Hotel Market – Hot or Soon to Overheat? London: HVS International.
- Roper, A. Brookes, M. and Hampton, A. (1997). The Multi-cultural management of international hotel groups. *International Journal of Hospitality Management*, 16(2): 147-159.