



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis
Licentiate's thesis
Doctor's thesis

Subject	International business	Date	14.11.2007
Author(s)	Tuire Krogerus	Student number	
		Number of pages	72
Title	Communication challenges in Sino-Finnish organisations		
Supervisor(s)	Ph.D. Kari Liuhto M.Sc. Kaisa-Kerttu Peltola		

Abstract

This study examines the communication problems that occur in a cross-cultural company. Main objective is to describe the principal problems of cross-cultural communication. The sub objectives are: to describe communication problems that the cross-cultural aspect brings out in companies; to analyse communication channels and the problems in them and to analyse the problems of informal company communication. The objectives are studied in context with Sino-Finnish joint venture. The empirical part consists of managerial interviews. The interviewees are working in a company that has a Sino-Finnish ownership. The interviews concentrated to cross-cultural problems in the specific business environment, where the customer base is global, but the particular business unit the research is focused on, is located in Finland and employs almost solely Finnish people. The head office and the managing director are Chinese. Theory base includes cross-cultural management issues and theories of cultural differences in communication.

In the case company finding a common language further complicates communication. The Finnish daughter company is having trouble with encoding and decoding the messages, since in some situations they can not be sure of the validity of the translation and in some cases the actual purpose of the decisions is also unclear.

The mother company's decision-making process is considered to be complicated and slow. Communication is seen as one of the major targets for improvement and plans have been made to develop it. However, these plans are not followed through, but simply set aside after they have been put on paper. Problems within the case companies' communication are not merely lingual but also cultural. Finnish people are more direct and straightforward and might need more time and effort to decoding the message and the true meaning behind it. Chinese might interpret the tone in Finnish messages as too straightforward, bold or even rude. During the last two or three years the Chinese business culture has moved to a much more western direction. This development is considered positive. The Chinese managing director of the daughter company does not see major differences between the communication of the two cultures that would have a negative impact on business. However, the Finnish interviewees saw much more cultural differences and considered them harmful in most cases.

Cross-cultural communication is an ever changing field and as world becomes more and more global cultural research shows its importance. Perhaps the most challenging part of cultural research is culture's comprehensive nature. Culture and communication surround every scholar and being unbiased might be more challenging than expected.

Key words	Cross-cultural communication, Sino-Finnish communication, communication problems
-----------	--