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<input type="checkbox"/>	Doctor's thesis

Subject	Management and Organization	Date	24.6.2008
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		Number of pages	65
Title	The anatomy of multicultural teams – Approaching the concept of multicultural teamwork through synthesis and metaparadigm theory building		
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Abstract

Multicultural workplaces have become the reality of 21st-century organizations. As the internationalization of business continues its march, multicultural issues are confronted both domestically and globally. Consequently, new multicultural and transnational teams are formed by multinational firms, in the hope of managing cultural diversity, and in the expectation of profiting from it. Although considerable research has been conducted on subjects that partially relate to multicultural teams, there are only very few theoretical models. Further, empirical studies have had very mixed results.

This study seeks to provide more insight to the theory of multicultural team-working. First, this thesis seeks to critically review and synthesize research on multicultural teams. Second, it strives to create a deeper understanding of multicultural team theory through metaparadigm theory building – using the concept of culture as a framework. In this process, a multiparadigm approach, paradigm interplay, is utilized. The three major logics of cross-cultural management research: cross-national comparison, intercultural interaction and the multiple cultures perspective are utilized in the metatheory building process of this study.

In order to conceptualize and draw together the multidisciplinary research on multicultural teams, it has been organized to four different levels: national level, organization level, team level and individual level. This study establishes that culture affects multicultural teamwork on all of these levels. Further, it addresses multicultural team development as an important issue in the future.

Unfortunately, at presents there are no culture-sensitive group development models. Thus, the group evolution model of Edgar H. Schein is applied as an example, assessing the effect of culture on group development and providing a starting point for future research.

Using paradigm interplay, three dilemmas for the further development of multicultural team were established. These are 1) construct and essence, 2) direction and connection and 3) confrontation and conciliation. In the view of this research, these two-sided dilemmas should be applied in the construction of multicultural team theory. Further, both the sides of the proposed dilemmas should be taken simultaneously into consideration in the theory-building process.

To conclude, this study sees three major challenges that should be addressed: 1) to explore the possibility to construct a culturally sensitive group development model, 2) to look closer into the advantages which multiple cultures perspective has to offer for multicultural teamwork and 3) to further develop the theoretical framework for multicultural teams.

Key words	culture, multiculturalism, teamwork, theoretical research
Further information	