

"This, I thought, is what being a 'foreigner' is all about.

"It is not wandering through a strange place seeing unfamiliar people.

**"It's when all the unfamiliar people stare at you, and find you strange;
when you can't fit anonymously into a crowd;
when your passing is an uncommon event.**

**"It's when you don't understand the joke,
and are worried that the joke may very well be on you."**

INTERNATIONAL and MULTICULTURAL MANAGEMENT



Treuhandanstalt
(The government agency privatizing eastern Germany property)

Closing date:
April 9, 1992

Tender for the sale of

VEHICLE CONSTRUCTION

companies in eastern Germany



Company-number, name, location (in brackets: main area of expertise / present number of employees)

- | | | | | | |
|---|---|---|---|--|--|
| (FB-1) Achalgerwerk Staßfurt GmbH
O-3250 Staßfurt/Sachsen-Anhalt
(Axle bearings / 242) | (FB-9) FER Fahrzeugelektrik GmbH
O-5900 Eisenach/Thüringen
(Vehicle electronics: lights, cables / 954) | (FB-17) IFA-Motorenwerke
Nordhausen GmbH
O-5500 Nordhausen/Thüringen
(Diesel motors / 976) | (FB-25) Landtechnik und
Maschinenbau GmbH
O-5321 Apolda/Thüringen
(Agricultural machinery, dealership & maintenance, driving school / 40) | (FB-33) Sachsenring Automobilwerke
Zwickau GmbH
O-9541 Zwickau/Sachsen
(Body work, motor & gearbox construction / 1572) | (FB-39) SKL Maschinenfabrik Guben
GmbH
O-7560 Guben/Brandenburg
(Auto-castings, screws and pumps / 167) |
| (FB-2) Autowelt und Service GmbH
O-1130 Berlin/Berlin
(Car dealer & repair workshop / 92) | (FB-10) Fahrzeugwerk Werdau
GmbH
O-9620 Werdau/Sachsen
(Truck and module assembly / 670) | (FB-18) IHM Industrieproduktion und
Handelsgesellschaft mbH
O-1140 Berlin-Marzahn/Berlin
(Car dealership & after-sales service / 67) | (FB-26) Matec GmbH
O-7300 Döbeln/Sachsen
(Agricultural vehicles / 135) | (FB-34) SKL Dieselmotorenwerk
Leipzig GmbH
O-7152 Böhritz-Ehrenberg/Sachsen
(Diesel aggregates / 254) | (FB-40) Spezialfahrzeugbau Löbau
GmbH
O-8700 Löbau/Sachsen
(Superstructures, customs designs / 100) |
| (FB-3) Blechformwerke Erzgebirge
Bernsdorf GmbH
O-9402 Bernsdorf/Sachsen
(Fuel containers, pressed metal parts, shock-absorbers / 500) | (FB-11) FOMA Forstmaschinen-
werkstatt GmbH
O-7581 Haide/Sachsen
(Car & trailer repairs / 20) | (FB-19) Impulsa AG Elsterwerda
O-7904 Elsterwerda/Brandenburg
(Milk & custom refrigerators / 800) | (FB-27) Matec Maschinenbau und
Automatisierungstechnik GmbH
O-9438 Johanngeorgenstadt/
Sachsen
(Gadgets, tools, custom machinery / 168) | (FB-35) SKL Einspritzgerätewerk
Achen GmbH
O-4372 Achen/Sachsen-Anhalt
(Injection pumps / 342) | (FB-41) Weimar-Werk GmbH
O-5300 Weimar/Thüringen
(Mobile cranes, custom machines / 1800) |
| (FB-4) Bodenbearbeitungsgeräte
Leipzig AG
O-7031 Leipzig/Sachsen
(Agricultural machinery / 1643) | (FB-12) Fortschritt Erntemaschinen
GmbH
O-8355 Neustadt/Sachsen
(Agricultural technologies / 2114) | (FB-20) Karosseriewerk Dresden
GmbH
O-8142 Radeberg/Sachsen
(Body work & pressed-metal parts / 395) | (FB-28) Metallwerk Lößnitz
GmbH i.A.
O-9407 Lößnitz/Sachsen
(Pressed metal parts, metal constructions / 177) | (FB-36) SKL Elbe-Werk Roßlau
GmbH
O-4530 Roßlau/Sachsen-Anhalt
(Cranks, shaft housings for diesel motors & diesel generators / 342) | (FB-42) Zahnradwerk Pritzwalk
GmbH
O-1920 Pritzwalk/Brandenburg
(Gears, propulsion components / 440) |
| (FB-5) Bremshydraulik Limbach-
Oberfrohna GmbH
O-9102 Limbach-Oberfrohna/
Sachsen
(Brake cylinders, disc brakes / 450) | (FB-13) Getriebewerk Leipzig GmbH
O-7152 Böhritz-Ehrenberg/Sachsen
(Gearboxes / 300) | (FB-21) Kinderfahrzeuge GmbH
Mühlhausen
O-5700 Mühlhausen/Thüringen
(Children's vehicles: scooters & bicycles / 200) | (FB-29) MEWA Glauchau GmbH
O-9610 Glauchau/Sachsen
(Motorcycle parts / 40) | (FB-37) SKL Feingerätebau Kelbra
GmbH
O-4712 Kelbra/Sachsen-Anhalt
(Injection valves & nozzles / 125) | (FB-43) ZWL Zahnradwerk Leipzig
GmbH
O-7030 Leipzig/Sachsen
(Gearboxes / 375) |
| (FB-6) Camptourist-Fahrzeugbau
GmbH
O-9330 Oßershausen/Sachsen
(Custom trailers / 168) | (FB-14) Getriebewerk Wernigerode
GmbH
O-3700 Wernigerode/Sachsen-Anhalt
(Industrial gears / 280) | (FB-22) Kraftfahrzeugindustriestand-
setzungsbetrieb AG
O-1100 Berlin/Berlin
(Vehicle dealership & maintenance / 425) | (FB-30) Move GmbH Mühlhausen
O-5700 Mühlhausen/Thüringen
(Car parts: seats, steering column / 460) | (FB-38) SKL Kaltumformung
Oerlingwitz GmbH
O-9273 Oerlingwitz/Sachsen
(Valve drives / 125) | |
| (FB-7) Fahrzeugbau Lüthjen GmbH
O-2822 Lüthjen/Mecklenburg-
Vorpommern
(Vehicle & trailer, superstructures / 250) | (FB-15) Gothaer Fahrzeugachsen
GmbH
O-5800 Wernigerode/Sachsen-Anhalt
(Axiels for trailers & other vehicles / 339) | (FB-23) Kompressorrenbau Bannewitz
GmbH
O-8213 Bannewitz/Sachsen
(Turbo-chargers & compressors / 320) | (FB-31) PETKUS-GmbH
O-5909 Wutha-Farnroda/Thüringen
(Plants for grain & seed processing / 1662) | | |
| (FB-8) Fahrzeug-Elektrik-Elektronik
GmbH
O-9010 Chemnitz/Sachsen
(Vehicle electronics: lights & ignitions / 370) | (FB-16) Gothaer Fahrzeugwerk
GmbH
O-5800 Gotha/Thüringen
(Auto components / 1000) | (FB-24) Landtechnik AG Schönebeck
O-3300 Schönebeck/Sachsen-Anhalt
(Forage harvesters / 1712) | (FB-32) Reparatur und Karosseriebau
GmbH
O-7300 Döbeln/Sachsen
(Body work trailer assembly, car repairs / 80) | | |

For further free information (tender conditions, company profiles, etc.) please contact:

or directly:



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* Authorized to carry on investment business by the Institute of Chartered Accountants in England and in Wales.

B9c 10-02

***Why should
the Engineer
or
the Engineering Manager
be interested in
International and Multicultural Management?***

International and Multicultural Management (or simply International Management)

**planning, decision making, organizing, controlling, and
leading in a multicultural or cross-cultural environment**

International Business

profit-related activities conducted across national boundaries

SKILLS INCREASING IN IMPORTANCE

GLOBAL DEVELOPMENTS

- **Globalism**
- **Regional Trading Blocs**
- **Emerging Trading Areas**
- **Privatization**
- **Information Technology**
- **Workforce Diversity**
- **Small Businesses going International**

INTERNATIONAL BUSINESS ENVIRONMENT

POLITICAL

ECONOMIC

REGULATORY

TECHNOLOGICAL

CULTURE OF A SOCIETY

- *the shared values, understandings, assumptions, and goals that are learned from earlier generations, imposed by present members of a society, and passed on to succeeding generations*
- *a shared outlook that results, in large part, in common attitudes, codes of conduct, and expectations that subconsciously guide and control certain norms of behavior*

CRITICAL SKILLS FOR MANAGING

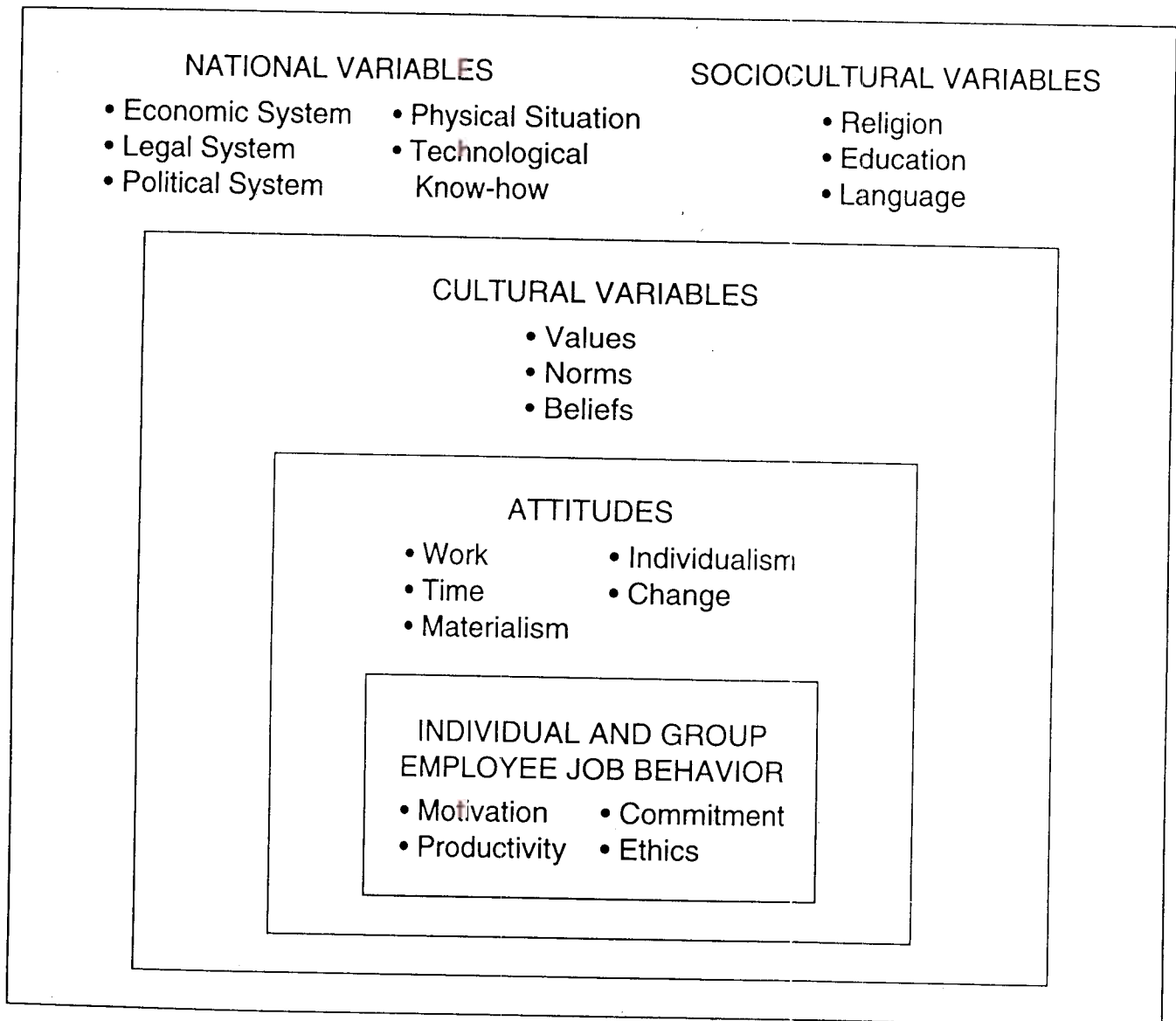
Cultural Savvy

- *a working knowledge of the cultural variables affecting management decisions*

Cultural Sensitivity

- *an awareness and an honest caring about another individual's culture*

CULTURAL VARIABLES AFFECTING MANAGEMENT FUNCTIONS



MANAGEMENT FUNCTIONS
in an
INTERNATIONAL/MULTICULTURAL
CONTEXT

PLANNING

DECISION MAKING

ORGANIZING

CONTROLLING

LEADERSHIP

PLANNING

Effective strategic planning is crucial

Planning is significantly more complex

NEGOTIATION and DECISION MAKING

Skills of primary importance in international business

Cultural differences yield significant difficulties

EXAMPLE NEGOTIATION VARIABLES:

basic conception of the negotiation process

concern with protocol

nature of persuasive arguments

decision-making system

form of satisfactory agreement

EXAMPLE DECISION MAKING VARIABLES:

risk tolerance of decision makers

perception of locus of control over outcomes

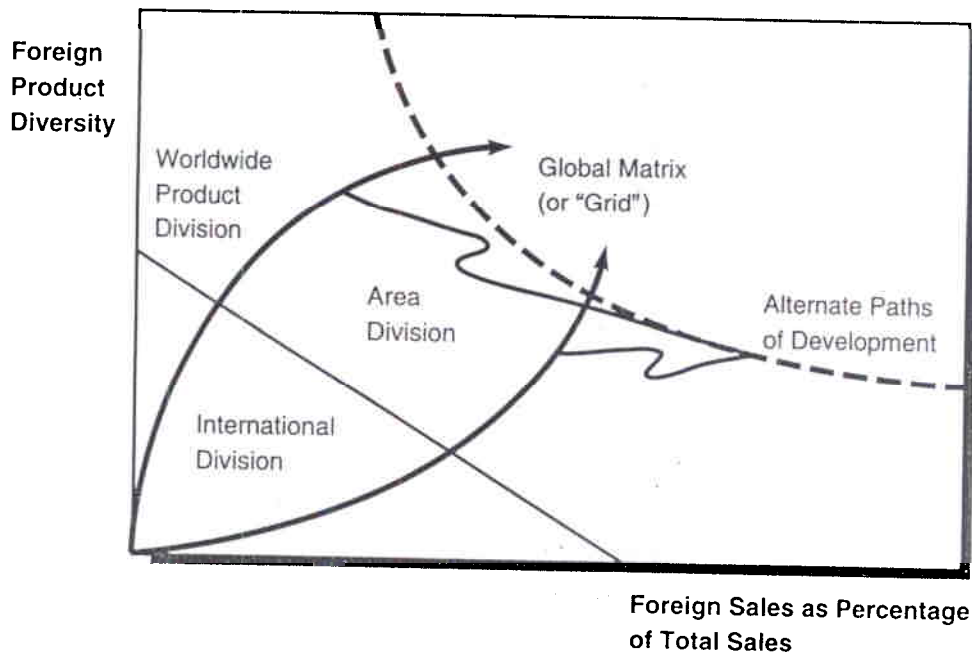
relative speed of decision making

ORGANIZING

FORM OF ORGANIZATION

(e.g., domestic structure plus export department; global product structure)

DEVELOPMENTAL PHASES OF ORGANIZATIONAL FORM



HUMAN RESOURCE STAFFING APPROACHES

(e.g., ethnocentric; geocentric)

CONTROLLING

BASIC

Typical, but more complex, control systems

Consideration of local constraints, local management practices and expectations, uncertain information systems, differing evaluation variables

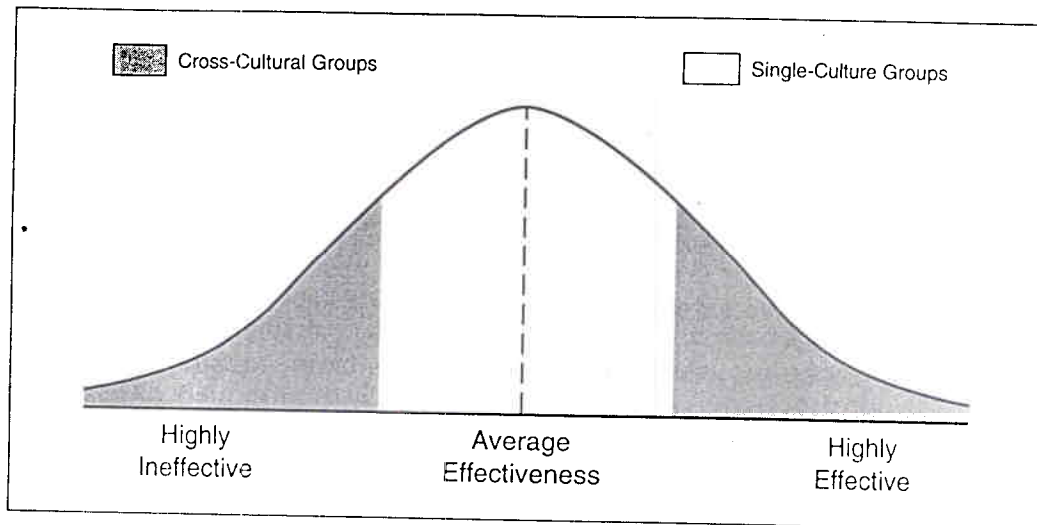
Noncomparability of performance data

SOCIAL RESPONSIBILITY

Standards of ethical business behavior

Monitoring ecological, economic and social interdependence

LEADERSHIP - I



MULTICULTURAL WORK GROUPS

ADVANTAGES:

- fuller use of resources through a wider pool of skills, perspectives, ideas
- greater innovation and more creative problem solving
- increased level of task commitment

DANGERS:

- conflicts arising from differing norms of behavior and managerial style
- productivity decreases due to lack of cohesion and consensus difficulties
- decreases in motivation due to lack of trust

LEADERSHIP - II

COMMUNICATION

Variables influencing perceptions include attitudes, social organizations, thought patterns, roles, language, nonverbal language, time

Effectiveness of communication improved by development of cultural sensitivity, careful encoding, selective transmission, careful decoding, appropriate follow-up actions

MOTIVATION

Maslow's needs appear almost universal, but not the hierarchy

Universal reward categories include financial, social status, job content, career, professional

LEADERSHIP STYLE

Crucial skills include social perceptual skills, interpersonal competence, effective intelligence, efficient work habits

Cultural contingency model based on Fiedler appears universal