

## **7. Limitations, Recommendations and Final Thoughts**

### **7.1 Proposal's Limitations**

This study evaluates the efforts and benefits associated with implementing a solution to a department's substandard performance. And while certain elements and findings can be applied across varying settings - as mentioned in 7.2 Final Thoughts and Future Outlook - the study cannot serve as a blueprint for improving substandard performance of any department in any company and any country.

This investigation was created from and for CBMIE Shanghai Corporation's purchase department only; no other department of the Shanghai Corporation was included into the primary or secondary research. This analysis is based on the personal experience of the author and the bibliography selected by the same.

Approaches include the series of proposals made for the actual procedure of procurement in the enterprise. People involved in the process of purchase were studied as suppliers, employees and clients.

Finally, since the present paper is an exploratory study, it heavily relies on subsequent studies to confirm that the situation encountered (and thus the remedies proposed) are not idiosyncratic to the particular SOE under observation but are generalizable.

### **7.2 Outlook and Future Research**

While the study was confined to improving the substandard performance of a SOE's purchase department, I strongly believe, that some findings allow a more general understanding of an underlying issue: the need business theory to be culturally "aware".

Business theory, such as the concepts of Cross-cultural training and Cross-functional teams, need to be understood within the context in which they are applied or they run the danger of being relegated to empty phrases.

In my opinion, this regionalization of theory is underappreciated issue in managerial science and teaching. It seems like cultural awareness and business theory are understood and taught alongside, not as it seems more truthfully, interweaved.

Future research could provide valuable insights as to better understand which elements of established concepts need to be localized, and which elements of such concepts need to be retained untouched as to assure success.

Additionally, while on the first view, the study offers insights only to managers seeking to improve a foreign department's performance, it also proves valuable to the Supply Chain partners of those foreign companies: due to the interconnectivity of a Supply Chain, changes in one element –say a Chinese SEO's purchase department – significantly affect all the other links along the chain. Thus understanding and appreciating the changes to come from their Chinese partners, helps the international manager to position his/her company in a way that takes the most benefit.

### **7.3 Final Thoughts**

I believe that, in business, Chinese people are looking for somebody who gives them the feeling of security, who really tries to start a relationship with them and who communicates, in general, in a warm approach. Considering that generally they do not have authority or internal organization, they are waiting for someone who takes control and tell them what to do and what objective to follow. That is why those (Chinese people) who have the opportunity of studying abroad, take it. I would say that most of

the times they decide to study in a foreign university which includes managerial subjects. They study the western internal organization and come back trying to apply those techniques. Studying abroad also gives them the opportunity of proving their cultural adaptation.

Patience and persistence when working with Chinese people are crucial for the achievement of personal and organizational goals. Most foreign people do not choose to stay long in China due to a variety of reasons, but I would say that its tendency is based on two reasons: One could be better opportunities back home and second the lack of relationship compatibility with the culture.

The local staff in China does not know how to work with other people. For them, team is a brand-new modern Western word that they are not able to practice, especially not with those from different backgrounds. Notwithstanding, teams are created, even in China. The challenges arising from employees unfamiliar with teams need deliberately be taken into account when the rather Western concept of a team is implemented in China.

China, to me is an enormously fascinating country and the Chinese are a fascinating people. And while the future certainly holds loads of opportunities for and in China, so it does hold not to be neglected challenges.