

## ABSTRACT

The purpose of this study is to understand more about the importance of cross-cultural management in modern international company. As we know that both culture and management have wide and complicated meanings, it is definitely difficult to complete a full-scale and detailed analysis in one academic study. So the author selected a more specific topic: to test the foreign executives' perception of their Chinese subordinates' work values in Futian Free Trade Zone (FFTZ), Shen Zhen, China.

Based on the Hofstede's Value Survey Module, the author used the designed questions for reference, and divided into six categories in order to make it more convenient to measure the possible difference in understanding of work values among foreign managers and Chinese subordinates. Based on the results, it could be helpful for the both sides to have a more clear idea about their degree of communication, and for the future, to avoid possible conflicts caused by misunderstanding of culture, and to assure a more efficient and concordant working environment.

In this study, the author used survey method. Questionnaire is employed as data collecting instrument. The target populations in the research are foreign managers in top position in international companies and their Chinese middle level managers in Futian Free Trade Zone (FFTZ) of Shen Zhen Special Economic Zone, China. And with the support of Foreign Investment Union in Shen Zhen, the author distributed 50 questionnaires, and received 25 pairs of completed responds.

The data analysis consists of both descriptive statistics and hypothesis testing. The **Mann-Whitney U Test** is used to test hypothesis questions, which refer to the research objective. After the analysis, it is found that there are still differences exist in understanding of work-related values between the two groups. The results indicated that:

1. The foreign managers have the same perception of their subordinates' work values for *comfort* items when comparing with Chinese middle level managers themselves.
2. The foreign managers do not have the same perception of their subordinates' work values for *company of employment* items when comparing with Chinese middle level managers themselves.

3. The foreign managers do not have the same perception of their subordinates' work values for *interpersonal relations* items when comparing with Chinese middle level managers themselves.
4. The foreign managers do have the same perception of their subordinates' work values for *job content and learning* items when comparing with Chinese middle level managers themselves.
5. The foreign managers do not have the same perception of their subordinates' work values for *rewards* items when comparing with Chinese middle level managers themselves.
6. The foreign managers do not have the same perception of their subordinates' work values for *security* items when comparing with Chinese middle level managers themselves.

The author also summarized some conclusions and recommendations at the end of the thesis, and even submitted one copy to FFTZ. What the author expected most is to see that all those efforts could get relevant respect.

It is really a pity that the author used quite a long time to finish the thesis, and was not able to get more information from a larger sample size. Normally, in China, academic researches are not so welcome, especially without much support from some kinds of authority organization. And the process always takes a lot of time. Actually, the relationship of personal characteristics and perception of work value could be a topic very interesting and worthy to be studied in a deeper and broader scale. The limited number of respondents became the biggest barrier for further study. But as a Chinese student, the author cherished this opportunity to serve a little bit for the country that she comes from.