

Assigned Case Study

Industry: Tourism



Please read the case study carefully before you begin. Then review the instructions and questions provided after the case study, as these explain the requirements of the assessment.

Country 1: Australia

Country 2: Brazil

An Australian youth travel company works with a Brazilian partner to organise working-holiday group tours across multiple Australian cities. Australian planners structure coordination meetings around agendas and timelines, expecting decisions to be made within scheduled sessions. They aim to finalise logistics efficiently so bookings and staffing can be arranged in advance.

Brazilian representatives begin meetings with extended relationship-building conversation before discussing operational details. They see this interaction as necessary to establish trust and cooperation. Australians repeatedly redirect discussion toward tasks, perceiving the conversations as delaying progress. Brazilians perceive the Australians as distant and overly procedural.

Important decisions remain unresolved until late stages because each side prioritises different aspects of the interaction. Australians attribute delays to lack of focus, while the Brazilian team believes collaboration requires stronger interpersonal connection before agreement. Both aim to deliver a successful guest experience but differ in how productive meetings should function.

You must structure your written case analysis around the following three questions, which apply to every case:

1. Which Hofstede dimensions best explain the issue/issues discussed in this case, and how do they help you understand the behaviour of the people involved?
 - Identify the most relevant dimensions (for example, power distance, individualism–collectivism, uncertainty avoidance, motivation toward achievement and success (masculinity–femininity), long term vs short term orientation, indulgence–restraint).
 - Explain how these dimensions illuminate the expectations, communication patterns, and misunderstandings shown in the case.
 - Where relevant, comment briefly on whether the cultures in the case tend more towards high context or low context communication (Hall) and how this is visible.
2. What specific communication strategies could be used by leaders and team members to reduce misunderstanding and conflict, as well as build trust between the cultural groups in this case?
 - Propose clear, concrete strategies (e.g. how to give feedback, how to structure conversations, how to frame disagreement, how to manage hierarchy or “face”).
 - Show how these strategies are informed by your analysis in question 1 (Hofstede and Hall), making explicit links between cultural patterns and recommended behaviours.
3. If you were advising this organisation, what three practical changes to meeting design, feedback processes or decision making would you recommend improving ongoing collaboration across these cultures?
 - Suggest realistic changes to how projects are managed, meetings are planned and run, how decisions are made and communicated, and how feedback is exchanged.
 - Briefly justify each recommendation by explaining how it would help balance task clarity and structure with respect for relational and cultural needs in the case.