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APPENDIX 1

Introductory Research Questions

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Respondent's General Information

1. What is your position in this company:

- General Manager
- Human Resources Manager
- Production Manager
- Other (please specify _____)

2. How many years of experience in this position you have:

- 2 or less
- 2 to 4
- 4 to 6
- More than 6

3. What is your level of education:

- High School only
- Bachelor degree
- Master degree
- PhD

4. How many employees does this company have:

- Less than 50

- 50-100
- 101-201
- More than 200

5. In a scale of 1 to 5 (1 being very low, 5 being very high, 3 being neutral), how important you think cultural diversity is to the workplace?

- 1 2 3 4 5

6. Which one of the following languages is spoken the most in your company?

- Thai
- English
- Other (please specify: _____)

7. What is your nationality (where do you come from?):

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APPENDIX 2

Main Research Questions

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Main Research Questions

PART 1 – Introduction

PART 2 - Cultural Diversity

- 2.1 What is your organizational mission?
- 2.2 Do you set specific values and norms?
- 2.3 Do you try to implement your own cultural values and practices in your organization?
- 2.4 In how many countries do you have operations at?
- 2.5 How many employees and staff do you have in this country?
- 2.6 How many employees do you have in Thailand?
- 2.7 How do you staff your employees (home country/host country)?
- 2.8 What is the method you use to recruit your employees (internal/external recruitment ... advertisements, job agencies, recommendations)?
- 2.9 Do you believe there is such a thing as cultural diversity in the workplace?
 - 2.9.1 If so, why?
- 2.10 Do you see cultural diversity in your company?
- 2.11 Is there a way to improve the cultural diversity in your company?

PART 3 - Managing Cultural Diversity

- 3.1 What are the major problems you have face when dealing with employees from a different cultural background (cultural diversity)?
- 3.2 What are the communication problems you face when dealing with employees from different cultural backgrounds?
- 3.3 What are attitudes/behaviors problems you face when dealing with employees from different cultural backgrounds?
- 3.4 Do you have concerns regarding trust and honesty when dealing with employees from different cultural backgrounds?

3.5 How do you convey your organizational goals, values, and norms to your employees?

3.6 Do you face problems when trying to convey the message? Example: language (body language, spoken language)

3.7 How do you deal with problems that arise from the fact that your company is multicultural?

3.8 Do you have cultural problems with staff from other nationalities? (Assimilation)

3.9 Do you find that employees feel that their own culture is not good “enough” (inferior feelings)?

3.9.1 If so, what do you do?

3.10 How do you solve the problem of cultural differences, for example, cultural change/impact, and adaptation between groups?

3.11 What are the behaviors that your organization cannot tolerate?

PART 4 – The Impact of Cultural Diversity on Organizational Performance

4.1 Do you see the value of bringing cultural diversity to the workplace?

4.2 Do you wish to increase cultural diversity in your company?

4.3 Do you see potential disadvantages of having a multicultural workforce?

4.3.1 If yes, what are they?

4.3.2 What can you do to diminish these disadvantages?

4.4 Do you feel that your multicultural workforce brings advantages in terms of problem solving? (Example: more outcomes arising from different perspectives)

4.4.1 If yes, how?

4.5 Do you feel that your multicultural workforce brings advantages in terms of creativity & innovation? (Example: more ideas arising from different points of view)

4.5.1 If yes, how?

4.6 Do you feel that your multicultural workforce brings advantages in terms of resource acquisition? (Example: better communication with suppliers)

4.6.1 If yes, how?

4.7 Do you feel that your multicultural workforce brings advantages in terms of flexibility?

4.7.1 If yes, how?

4.8 Do you feel that your multicultural workforce brings advantages in terms of enhanced service level?

4.8.1 If yes, how?

4.9 Do you feel that your multicultural workforce bring advantages in terms of improved access to new markets?

4.9.1 If yes, how?

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APPENDIX 3

Schedule of Research Activities

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Activity/Period	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Feb-11	Mar-11	
Formulation of Thesis Topic																						
Literature Review Readings																						
Appointments with Informal Advisor																						
Draft of Proposal																						
Presentation of Proposal Topic																						
Appointments with Advisor																						
Submission of Form for Approval																						
Proposal Defense																						
Update of Proposal																						
Data Gathering																						
Data Analysis																						
Final Thesis Defense																						
Editing of Thesis																						
Presentation at a Conference																						
Publish Thesis																						

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