

Chapter 1 : Eye-Grabbing Manager Resume Samples | LiveCareer

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Coping with transcultural conflicts is one of the major challenges. The aim of this article is to assess managerial values and their occurrence in transcultural conflicts in the international automotive organisation in South Africa. The Schwartz Value Model is used as theoretical background. This empirical study is a qualitative case study research. It presents selected qualitative findings on values in transcultural conflicts in the selected organisation. Findings show culture-specific insights into the selected international South African organisations and lead to conclusions and recommendations for further research and international management in South Africa. However, most of this research has been conducted in Western rather than in African contexts. The emergence of international co-operation and global changes, as well as the increase in transcultural encounters, has changed social, political and economic value sets in South Africa as well as the way business is conducted. The political shift from apartheid to democracy has impacted on the international South African automotive industry. Because of these changes, managers of diverse cultural origins and cultural values are working together more closely, experiencing challenging transcultural [1] interactions and work-related conflicts on a daily basis. These conflicts are often connected to perceived differences in interpersonal value sets. This study focuses on the perceived differences in the interpersonal value set of managers in the South African organisational context. This is extremely important, not least for historical reasons, because management in South Africa is often based on Western principles Beaty ; Binedell ; Christie ; Manning , even though the face of South African management is becoming more diverse and inclusive of all cultural groups. This trend poses a challenge to the dominant management values and practices Anstey ; Beaty and Booysen ; Booysen ; Booysen Value shifts and multiple value concepts are connected to organisational and individual managerial processes Gandal, Roccas, Sagiv and Wrzesniewski ; Smith, Peterson and Schwartz This study contributes to understanding emic managerial values which could improve the comprehension of action-motivation and at the same time reduce the potential for transcultural conflict in the globalising and diversifying South African organisational context. This is particularly important since differences in values of managers can lead to conflicting experiences and impact negatively on the organisation Berkel ; Kluckhohn and Stroedtbeck ; Wallace, Hunt and Richards The purpose of this article is to contribute to an increase in understanding value conflicts in the international automotive management context in South Africa, and thereby develop new ideas about how to manage conflicts more effectively across cultures. The two central research questions are: Which values are important in managerial transcultural conflicts? From a methodological and theoretical viewpoint, the application of the SVM to a South African organisational context contributes to the body of knowledge about values in transcultural conflicts Schwartz, , This article adds to filling the void of value research in a South African organisational management context by focusing on transcultural conflicts and using the SVM as a theoretical base. The South African Contest South Africa has undergone tremendous change on societal, political, economic and individual levels in the post-apartheid era Hart Owing to the increase in cultural complexity, hybrid managerial identities and transculturality in South African management contexts, new transcultural management approaches as well as new communication techniques and ways of thinking are required Luthans, van Wyk and Walumbwa Managers need to prepare for managing complex transcultural situations with differences in value sets and understanding of managerial realities. Employees need to be empowered Denton and Vloeberghs by gaining a deeper insight into the value-orientations of their colleagues, and understanding their perceptions and interpretations inside management. Understanding the value concepts of colleagues and employees in an organisation can also increase the understanding of societal transcultural conflicts, particularly, since these conflicts “ which are often based on differences in values ” tend to spill over into organisations Booysen and Nkomo ; Bornman ; Chrobot-Mason, Ruderman, Weber, Ohlott and Dalton Not only the recognition and comprehension of

societal and organisational values and their complex interrelationships are important, but also the understanding of how these values influence communication processes Fletcher, and conflict situations across members of various cultural groups. This is due to the fact that transcultural miscommunication and the impact of cultural diversity can lead to transcultural conflicts, if not well managed Booyse, ; van der Waal At the same time, it needs to be considered that globalisation trends and intra-national value shifts may result in further value shifts Boness ; Mayer Such values are essentially viewed both as interlinked with the cultural background of a person Kitayama and Markus and as dialectic and contradictory Stewart, Danielian and Foster Differences in values often contribute to interpersonal conflicts Moore , particularly when values are experienced as competing or incompatible Berkel Clashing values are common phenomena, particularly in diverse and transcultural settings Miller, Glen, Jaspersen and Karmokolias as in the context of this study. In organisational contexts, value conflicts are often negotiated Berkel ; Bond ; Kluckhohn and Stroedbeck ; Wallace, Hunt and Richards Employees need to exchange their ideas on values and the reason for their value priorities with regard to certain actions which are founded in their personal and cultural value set Mayer, Adequate conflict management models are needed to manage value conflicts effectively and successfully. These required conflict management models focus on assessing underlying value concepts Horowitz and Boardman ; Wall and Callister On the base of this study and the recognition of specific values concepts, particular transcultural and value-based communication techniques can be developed. Research has shown that open communication and value discourses generally contribute to managerial co-operation and conflict management Druckmann, Broom and Korper This study aims at opening up value discourses to improve conflict management and managerial co-operation. Western research on transcultural values has intensified, and increasingly focuses on the African continent Burgess and Harris, ; Schwartz and Bardi ; Schwartz, Melech, Lehmann, Burgess, Harris, and Owens Multiple nation studies have included African countries Neto et al. The findings indicate that, compared to White South Africans, Black South Africans experience a greater sense of accomplishment, a greater sense of belonging, more fun and enjoyment in life and a greater sense of security, in addition to considering themselves as being more well-respected and having a greater sense of self-fulfilment. The Schwartz Value Model: Value domains and dimensions Values are cognitive representations that form patterns of thoughts and actions Kluckhohn and Stroedbeck The SVM was developed in the s Schwartz and Bilsky and has been re- evaluated and extended Schwartz , Schwartz and Bilsky These universal value domains carry culture-specific implications and variations Schwartz According to Schwartz Values are related through dynamic interactions with, and dependencies on, each other. Every action strives to fulfil value requirements. Bordering value domains are more transparent than value domains that are in opposition. Further on, Table 1 provides a short definition of value domains and the associated exemplary values Schwartz, Definition Value Domain Power: Social status and prestige, control or dominance over people and resources Social power, authority, wealth Achievement: Personal success through demonstrating competence according to social standards Successful, capable, ambitious Hedonism: Pleasure and sensuous gratification for oneself Pleasure, enjoying life Stimulation: Independent thought and choice of action, creating, exploring Creativity, curiosity, freedom Universalism: Understanding, appreciation, tolerance and protection for the welfare of all people and for nature Broad-minded, social justice, equality Benevolence: Preservation and enhancement of the welfare of people with whom one is in frequent personal contact Helpful, honest, forgiving Tradition: Restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms Politeness, obedience, honouring parents and elders Security: Safety, harmony and stability of society, of relationships and of self National security, social order, cleanliness Table 1: Schwartz and Sagiv have re-evaluated: They confirm the widespread presence of ten value: Schwartz and Bardi have also found, beyond striking value differences in the value priorities of various groups, a widespread consensus on the hierarchical order of values. One of its largest sales regions is Southern Africa Organisational, a: Central to this research are the key issues of guiding organisational principles and policies regarding conflicts and values Organisational: Out of managers, 45 agreed to participate in the interviews. In total, 45 in-depth interviews with 37 male and 8 female managers were analysed. In terms of nationality, 37 managers were South African; three were German; 3 each hailed from the Netherlands,

Zimbabwe and England; one with South African citizenship, hailed from the Netherlands; and one neglected to record nationality. Of the 45 managers, 31 worked at the head office Gauteng , 3 worked at branch I Gauteng , 4 worked at branch II Gauteng , 6 worked at branch III Natal and one neglected to record a place of work. Data collection methods Data were collected through in-depth interviews, observation and document analysis in accordance with the principles of case study research Babbie and Mouton Please describe a specific incident of interpersonal or intergroup conflict that you have experienced personally. What do you think: What were the reasons and causes of conflict in your opinion? What did you do to resolve it? What did the other parties do? How do you rate the need for outside intervention, like outside consultancy, mediation or conflict management processes in the company? Where do you see the need for improvement in management and conflict resolution processes in the company? Please describe your personal values and how they impact on your way of perceiving and managing conflict situations. Please describe which issues of your identity impacted on the conflict situation. In-depth-interviews were recorded and transcribed verbatim. The researcher spent several weeks in the organisation to conduct observations on interactions and interpersonal relationships. Internal organisational documents, such as conflict management guidelines and organisational value guidelines were analysed. Observations and the analysis of the internal documents supported the process of data analysis and interpretation. These qualitative data were interpreted by using the SVM. Sveningsson and Alvesson This study therefore assesses values and interprets them by using a universal theory and model to understand the value constellations in transcultural conflicts. This approach made it possible to gain data on values in transcultural conflicts, and not only assess general data on managerial values. Although the researcher had wanted to use the Schwarz-Value-Survey SVS questionnaire to gain additional general data on the managerial values, the use of the SVS was not permitted by the HR department in the organisation. Data analysis Data analysis was conducted through the 5-step process of content analysis Terre Blanche, Durrheim and Kelly, Familiarisation and immersion; Step 2: Inducing themes; Step 3: Elaboration and Step 5: Research ethics and quality criteria This research is based on defined research ethics that ensure the quality of data, including, among others, the respect accorded to and the rights of the managers, the creation of informed consent, confidentiality, anonymity, and transparency Mayer Criteria for judging qualitative research were established: Limitations of the study This study is a single qualitative study which does not lead to broader generalisations of findings. It can only be generalised with regard to its specific context, and might provide new and specific insights into transcultural conflicts and underlying values. By using qualitative data and interpreting them in the frame of a quantitative model, new insights are provided particularly with regard to African management contexts, in which the SVM has hardly been used.

Chapter 2 : Managerial Values in Transcultural Conflicts in South Africa

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Crafting a Manager resume that catches the attention of hiring managers is paramount to getting the job, and LiveCareer is here to help you stand out from the competition. So how can you craft a resume that is a show stopper? Start with a strong summary statement. In your statement, describe your professional persona in a few sentences, using adjectives that describe you. For example, driven manager, personable manager, or results-oriented manager are strong descriptors that will help to establish your personal brand. In your skills section, focus specifically on your leadership talents by detailing related accomplishments. Use managerial words like budgeted, administered, and managed at the beginning of each bullet point. Take a look at our manager resume example to learn more about excellent resume writing. Manager Advice Are you a born leader? A manager position could be right for you. Use these resume examples and their pre-written text samples as a starting point, then edit your resume to fit your individual needs. Land the job sooner with a stand-out resume—get started right now. Create My Resume Resume Tips for Manager Finding jobs as a manager requires research and an understanding of job availability in the area. Following these simple tips may help you find the right job for your skillset and experience. Finding jobs as a manager is rarely easy, but with persistence and creativity you may be able to find a job that you would otherwise overlook. In addition to regularly checking local job boards, be sure to branch out and utilize every job-search tool at your disposal. This includes word-of-mouth inquiries and social networking. Build your online presence. This will help potential employers find you and learn more about you, since 45 percent of employers now use social media to screen potential employees. There are plenty of online resume-building tools that can help you leverage your abilities and experience to increase your chance of being considered for jobs as a manager. Know your occupational options. Whether you have been recently laid off or you are simply looking for a new professional opportunity, become familiar with local job options. You can choose to look for a job in an industry with which you are familiar, or you may wish to branch out to an entirely new occupation. Do some research to find out what types of jobs are available in your area and would be a good match for your skills and personality. Be open to getting help. There are organizations and counselors that know how to help job seekers find opportunities in their area. If you are having trouble finding a job, be open to approaching your local job center for assistance. Create My Resume Manager Job Seeking Tips Distributing a well-written resume is one of the keys to successfully finding jobs as a manager. Even if you have exceptional job experience and confidence in your ability to find a job in your industry, it is important to abide by these five resume rules: A resume that is up to two full pages in length is acceptable. Never lie on your resume in order to seem more experienced. Use bullet lists in your resume to make it more reader-friendly. Avoid using personal pronouns such as me and I in your resume. List your jobs in chronological order, with most recent jobs first. Create My Resume Salon, Spa or Fitness Manager Resume Example A manager at a salon, spa or gym performs the duties of an administrator, a boss, a custom service liaison, and more, so be sure to include any applicable professional experience. For this role, highlight your past management experience, including experience with hiring, training and coaching staff, or experience managing budgets and sales development. Be sure to mention your education as well as all of the current licenses you hold, such as an esthetician or spa license. See our manager resume example for more ideas on how to get your resume in top shape. Manager Advice A manager at a massage clinic, gym or health spa needs to be an administrator, a boss, a custom service liaison, and much more. The resume examples below should help show you what you might want to include. Click on any of these resume examples and take the next step toward a resume that will help land you the managerial position you want, faster. Create My Resume Resume Tips for Manager Searching for jobs as a manager can be a bit stressful, just as job hunting anywhere else in the United States can be a bit of a challenge. However, by keeping a few key things in mind throughout various stages of the application process, anyone can work to make their search less stressful and more productive than ever. Be sure to search for

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Chapter 3 : Books by Peter Christie (Author of Animal Snoops)

Stories from an Afman (Ager)! by Peter Christie in the Self Help & Psychology category for sale in Johannesburg (ID) Buy Stories from an Afman (Ager)! by Peter Christie for R

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Books by Peter Christie. Peter Christie Average rating 4.0 - 40 ratings - 17 reviews - shelved times Stories from an Afman(ager)! by.

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Chapter 7 : Stories from an afman(ager)!: calendrierdelascience.com: Peter Christie: Books

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