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Rule-based	Relationship-based
<ul style="list-style-type: none"> • Rule-based (or universalistic). Individual behavior should be largely regulated by rules, laws, formal policies, standard operating procedures, and social norms that are widely supported by societal members and applied uniformly to everyone. • Emphasis on legal contracts and meticulous record keeping. • Low tolerance for rule breaking. • Decisions based largely on objective criteria (e.g., legal constraints, data, policies). 	<ul style="list-style-type: none"> • Relationship-based (or particularistic). While rules and laws are important, they often require flexibility in their application or enforcement by influential people (e.g., parents, peers, superiors, government officials) or unique circumstances. • Emphasis on interpersonal relationships and trust; less emphasis on record keeping. • Moderate tolerance for rule breaking. • Decisions often based on subjective criteria (e.g., personal connections).

Selected Models of Cultural Dimensions

Hall	Hofstede	Trompenaars	GLOBE project
Context	Power distance	Universalism - particularism	Power distance
Space	Uncertainty avoidance	Individualism-collectivism:	Uncertainty avoidance
Time	Individualism-collectivism	Specific vs. diffuse	Humane orientation
	Masculinity-femininity	Neutral vs. affective	Institutional collectivism
	Time orientation	Achievement vs. ascription	In-group collectivism
		Time perspective	Assertiveness
		Relationship with the environment	Gender egalitarianism
			Future orientation
			Performance orientation

FAMILY CULTURE

- Emphasis on: hierarchy, interpersonal relations, paternalistic leadership, power, intuition rather than logic
- Common in Turkey, Pakistan, China, Hong Kong, Singapore

EIFFEL TOWER CULTURE

- Emphasis on: impersonality, neutrality, efficiency, job definition/segregation, equality, strong leadership
- Common in north-western Europe: Denmark, Germany, the Netherlands

GUIDED MISSILE CULTURE

- Emphasis on: project-orientation, task/goal-driven, egalitarianism, equality, low-hierarchy, team-orientation, quick changes
- Common in: the US, the UK, high-tech MNEs

INCUBATOR CULTURE

- Emphasis on: equality, interpersonal relations, self-fulfilment, self-expression, emotional commitment, little formal structure
- Common in start-ups, entrepreneurial situations, creative teams

The Competing Values Framework (Quinn et.al.)

	Flexibility and discretion		
Internal focus and integration	Clan	Adhocracy	External focus and differentiation
	Hierarchy	Market	
	Stability and control		

	Characteristics	Leadership style	Management	Strategy	Success
Clan	Personal Loyalty Trust	Mentoring Nurturing	Teamwork Participation	Human development Openness	Concern for people Teamwork
Adhocracy	Entrepreneurial Risk-taking Development	Innovative	Individual risk-taking Freedom Uniqueness	Acquisition of resources New challenges	New products Uniqueness
Market	Competitive Achievement Goals	No-nonsense Aggressive	Creating competition	Winning Competitive actions	Outpacing the marketplace
Hierarchy	Controlled Structured Rules/policies	Coordinating Organised Efficient	Security Conformity Predictability	Permanence Stability	Dependability Efficiency Low cost