# Introduction

What is culture?

- **Tyler (1870) –** "that complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities acquired by man as a member of society."
- **Trompenaars & Hampden-Turner (1997) –** "the way in which a group of people solves problems and resolves dilemmas"
- **Hofstede (2001) –** "the collective programming of the mind which distinguishes the members of one group or category of people from another…"
  - Culture is society's personality
- **Schneider & Barsoux (2003) –** "It is a powerful undercurrent in international business…a powerful force that can undermine or propel business success"
  - Invisible force

Levels of mental programming

1. *Human nature*: inherited (think, feel, act)
2. *Culture*: learned (family, growing up)
3. *Personality*: inherited and learned
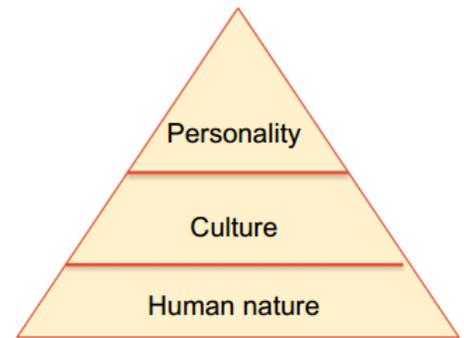
Two types of culture

- Visible aspects
- Invisible/less visible aspects – need to be observant to notice

Nature of culture

- **Learned**: acquired through interaction & experience (enculturation, acculturation)
  - Enculturation – process of learning your initial culture, acquiring the culture
  - Acculturation – two different cultures interacting and developing understanding, some cultural attributes transfer between cultural groups
- **Shared**: by people through organisation & through group membership
- **Symbolic**: based on human capacity to symbolise
- **Adaptive**: based on the human capacity to change & adapt
  - Culture is not fixed
- **Organised**: structured, patterned & integrated
- **Largely invisible**: represented through artefacts and symbols
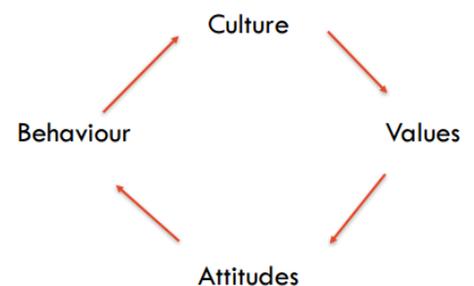
How do cultures vary?

Individuals	Who am I? (i.e. the nature of people)
World	How do I see the world? (i.e. relationship to the external environment)
Human Relations	How do I relate to other people? (i.e. relationship to other/groups)
Activity	What do I do? (i.e. primary mode of activity)
Time (& Space)	How do I use my time & space? (i.e. temporal & spatial orientations)

Other ways that cultures differ:

- Human relations:
    - Universalism vs particularism (Trompenaars & Hampden-Turner)
    - Specific vs diffuse
- World: internal vs external locus of control
- Space: private vs public
- Time: monochromic vs polychronic

Perceptions of	Dimensions		
Individuals	Good	Neutral	Evil
World	Mastery	Harmony	Subjugation
Human Relations	Individual	Lateral groups	Hierarchical groups
Activity	Doing	Controlling	Being
Time	Future	Present	Past

Four propositions:

1. Culture influences how we perceive, think, communicate and act
2. Culture shapes functional aspects of business management (especially as cultural boundaries become more porous)
3. Cultural differences create new issues (problems but also opportunities) for international managers
4. Effectively managing cultural differences requires particular attitudes, understanding and abilities

Significance of culture

- Global World, citizens of the world
    - Drivers: globalisation, travel, entertainment, internet
- Communication is of the essence
    - Correct, effective, and efficient

- Cultural sensitivity

Culture and Management

How do we view the world?

There are numerous ways to look at and interpret a situation.

1. Perception is inaccurate
2. Perception is culturally determined
3. Perception is learned
4. Perception is consistent
5. Perception is selective

Stereotypes

- So far, our understanding of culture relies mostly on stereotypes
- Stereotypes are helpful but also harmful
- Things you need to know about stereotypes:
  - Consciously held
  - Descriptive, not evaluative
- Modified

Attitudes – firm

- **Parochialism**: there is no other way of doing things except what is done in one's own culture
- **Ethnocentrism**: a firm not seeking to adapt to local cultural practices as one believes their way of doings things are the best
- **Polycentric**: multinational enterprises should treat each international subsidiary largely as a separate national entity

Stop and think – understand the concepts of 'stereotypes' and 'prejudice' – where they come from and why they are observed.

Key concepts

- Schemas
- Categorisation
- In and out-groups
- Stereotyping
- Contact theory
- Dialectic theory

Social cognition

- "The role that our **mental representations** play in the way we process information about people or social events"
- Mental representations, features of an object, situation, and the rules defining their interrelationships. As such, they form structures.
- Structures, are '**schemas**', "when they define a category or scripts when they contain a behavioural sequence"
- In IB, we look at "the effect of the categorisation of people"

Categorising

- **Uploading**: 'filing' information & experiences
  - *Culture provides stimuli, categories, reference points*
- **Downloading**: interpreting situations & making inferences
  - Attention (e.g. relevant, inconsistent/unexpected)
  - Labelling & interpretation (e.g. # labels)
  - Memory
  - Inference (about individuals, about categories)

Problems categorising

- **Cultural blinders**
  - Culture is invisible, difficult to be aware of – we look at situations and interpret by what we know (our background)
- **Projected similarity (parochialism)**
  - Situations where you see the behaviour of a person from a different culture, albeit it is just what you are seeing (projecting your culture on someone else)
- **False attributions**
- **Lack of cultural awareness**
  - Relocating – be aware of your own culture, and then look at others
  - Starts with cognition – recognising differences and similarities

Nacimera → American

- Free-market, wealth and appearance
- Health and medication (stored in cabinets)
- TVs
- Christian Cross, and prayer
- Dentist
- Men shaving; hair-straighteners
- Hospitals