

Framework 3: Kluckhohn & Strodtbeck (1950's and 1960's)

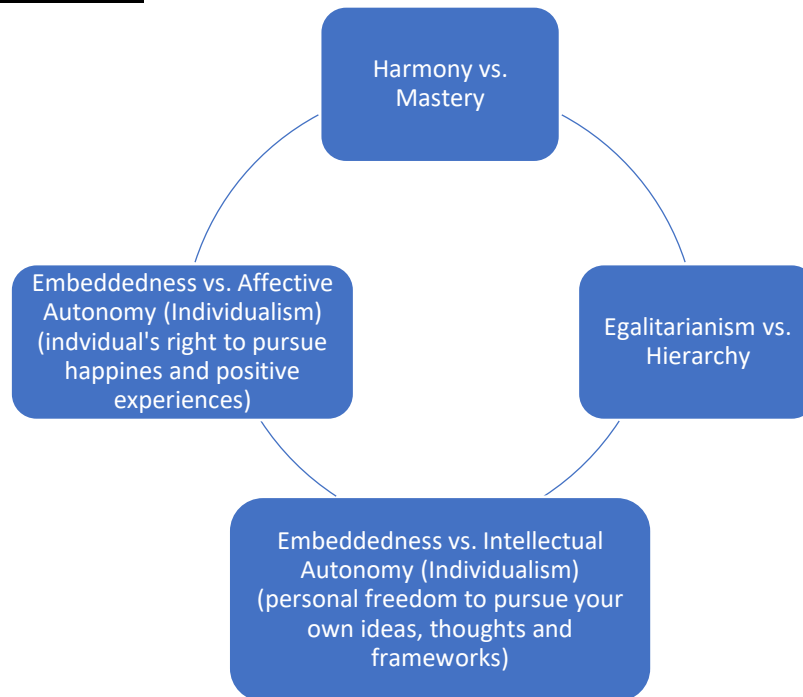
Note: this is a theoretical model → no quantitative scores (critique)

Relation to Nature	<ul style="list-style-type: none">• Harmon vs. Mastery• Harmony - cultures see themselves as part of nature (nature includes them and all of their business activities)• Mastery - cultures believe that we are separate to nature and that nature must be conquered (we overcome nature)
Time Orientation	<ul style="list-style-type: none">• Past, present and future orientation• Some cultures look more to the past while others look more to the future
Basic Human Nature	<ul style="list-style-type: none">• Evil, good, neutral• Is mankind generally seen as evil, good or neutral/mixed?• Intertwined with religion
Activity Orientation	<ul style="list-style-type: none">• Being, doing or controlling/thinking• E.g. are you a human being or a human doing? Do you value who you are or what you do?
Relationships Among People	<ul style="list-style-type: none">• Individualistic, group or hierarchical• How group oriented are we? How do we distribute power?
Space Orientation (SO)	<ul style="list-style-type: none">• Public, private or mixed?• High private SO - cubicles/offices• High public SO - open office

Framework 4: Trompenaars (1990s)

Universalism vs. Particularism	<ul style="list-style-type: none">• Universalistic – rules trump relationships, rules are more important than relationships• Particularistic – relationships trump rules, relationships are more important than rules
Individualism vs. Collectivism	
Specific vs. Diffusion	<ul style="list-style-type: none">▪ Specific – titles and roles in specific contexts, (e.g. work friends are work friends only and its weird to mix friends)▪ Diffuse – difficult to get entrance into my private life, but once you are part of that private life, you have entrance to all of it, friends are mixed
Achieved Status vs. Ascribed Status	<ul style="list-style-type: none">▪ Achieved – get power through what you've done▪ Ascribed - get power through who you are (family and background is more important)
Inner direction/control vs. Outer direction/control	<ul style="list-style-type: none">▪ Inner control – you control what you are doing, what happens to me is largely my own making▪ Outer control – what happens to me is a function of fate, "what happens will happen"
Sequential time vs. Synchronous time	<ul style="list-style-type: none">• <i>Not the same thing as multi-tasking</i>▪ Sequential – one role for one time▪ Synchronous - multiple rols at any given time
Neutral vs. Emotional	<ul style="list-style-type: none">▪ Extent to which society rewards and approves of very outward emotional communications vs. restrained communication▪ Neutral - maintain and be in control of your emotions (e.g. Japan)▪ Emotional - Passion in communication (e.g. Italy)

Framework 5: Schwartz



Framework 6: Triandis's Framework

- Verticalness vs. Horizontalness
 - Horizontal collectivism – individual is a member of a group where members have equal status
 - Israel
 - Vertical collectivism – individual is a member of group and members don't have equal status
 - India
 - Horizontal individualism – individual self is valued, and individuals are equal to other individuals in status
 - Australia & Sweden
 - Vertical individualism – individual self is valued but individuals don't have equal status
 - USA & UK

Additional cultural dimensions/Other cultural studies

- High context vs. low context culture (Hall's Framework)
 - High – depends on mutual understanding of context for communication to happen
 - Communication is embedded in passive understanding
 - Arabs & Italians
 - Low – use a lot more words to explain any given concept (rely on many words to describe things)
 - Don't assume mutual understanding
 - Germany
- Clock time vs. event time (similar to sequential vs. synchronous)

- Clock-time – time is extremely accurate, and meeting starts when it was planned to start
 - Switzerland & Japan
- Event-time – meeting starts when everyone is here and ready
 - Brazil
- Other cultural studies
 - World Values Survey – self-expressionism, survivalism, traditionalism, secular-rationalism
 - Cultural Metaphors (Gannon)
 - Cultural Clusters (Ronen & Shenkar)

Summary/Overlap of Dimensions

- Individualism vs. collectivism → embeddedness → diffusion vs. specific
- Power distance → achieved vs. ascribed
- Quality of life → autonomy → masculinity vs. femininity → indulgence vs. restraint
- Sequential vs. Synchronous → Clock-time vs. event time

	Hofstede	GLOBE Project	Trompenaars	Schwartz	World Values Survey
Self/Group	Individualism vs. Collectivism	Individualism vs. Collectivism	Individualism vs. Collectivism	Embeddedness vs. Autonomy	
Quality of Life		Humane Orientation		Autonomy	Self-expression
Authority	Power Distance	Power Distance	Achieved Status vs. Ascribed Status	Egalitarianism vs. Hierarchy	Traditional

How do these dimensions affect International Business?

- Contracts – existence, specificity, flexibility
- Planning for short term vs. long term
 - Long-term means different things for different cultures
- Role in the community
 - What is the company’s job? To make money? Be a corporate citizen?
- HR – employee commitment, rules for employment
- Management – who leads, and how did they get there? How do they lead?
- Marketing – how to persuade?
- Accounting – culture’s impact on accounting values and standards
- Strategy – how best to enter a foreign market? What is the culturally appropriate way of entering the market?
- Laws – how to protect assets? What IP is protected? What is not?