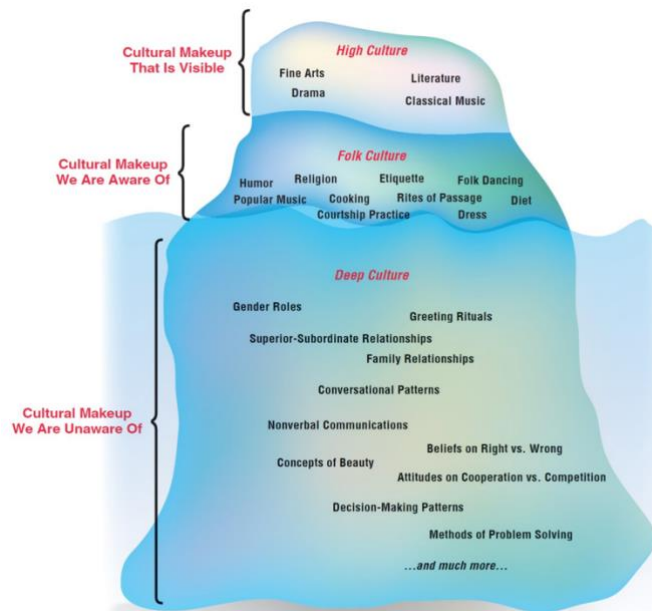


Culture:

Culture: A set of knowledge structures consisting of systems of values, norms, attitudes, beliefs and behavioural meanings that are shared by members of a social group (Thomas and Peterson, 2015). Culture is:

- Shared:
 - Common cultural characteristics among a society or group developed and reinforced overtime
- Learned:
 - Culture may be created through a group’s patterned ways of interacting with an environment
- Systematic and Organised:
 - Including families, traditions, customs and symbols
 - Including religion, social organisations, groups, communities
 - Including legal institutions, formal and unwritten rules
 - Including education system and personal experience
 - Including political systems, the norms and expectations of society, values and responsibilities

An Iceberg as an Analogy of Culture:



High Culture: The section of a culture’s characteristics that is easily signified through its music, art, drama, etc.

Folk Culture: The section of a culture’s characteristics that are less visible than its high culture, including its religion, etiquette, dress styles, etc.

Deep Culture: The section of a culture’s characteristics that are deeply rooted in its tendencies and may not be easily visible, including gender roles, conceptions of beauty, family relationships, etc.

Cultural Metacognition: Recognising the cultural assumptions in play within a business environment; helps increase awareness and build trust in cross-cultural relationships

Culture and International Business:

Organisational culture exists within, and interacts with, societal culture on a macro and micro level:

- On a macro level, culture effects businesses through laws, economic institutions, etc.
- On a micro level, culture effects businesses through cultural elements relating to employer/employee relationships, behaviour, leadership styles, etc.
- Effective/successful cross-cultural management will be determined by an international businesses’ ability to monitor, adapt and simultaneously manage different cultural makeups in its workforce/s

Models of Culture:

Cultural Metaphor: A distinctive tradition or institution strongly associated with a particular society which can be used as a guide to deciphering people’s attitudes, values and behaviour (Gannon’s notion)

- EG: American football is representative of being a team player and having a strong leader who aggressively leads a talented team towards a desired goal

Hofstede – 6 Cultural Dimensions:

6 cultural dimensions based on data collected from over 10,000 IBM employees during the late 1960s-early 1970s

- Individualism Vs. Collectivism:

- Individualistic Cultures tend to express greater concern for the individual and their family as opposed to the welfare of the entire group
 - They may prefer to work solo, be rewarded based on individual efforts, etc.
 - EG: The USA scored 91/100 as an individualistic country, Belgium scored 75 and France scored 71
- Collectivist Cultures value the overall good of the group as opposed to what is best for the individual
 - They tend to subordinate individual interests for the needs of the ingroup and outgroup
 - Panama scored 89/100 as a collectivist country, and Venezuela and Bolivia scored 88
- Power Distance:
 - Low power distance: Society treats its members relatively equally, and each socio-economic, etc. group has a relatively similar opportunity to participate in decision-making practices
 - EG: Austria, Denmark, Finland, New Zealand
 - High power distance: Hierarchies are prominent, and class divisions and occupational positions, etc., influence participation rates, actions and resolutions
 - EG: Belgium, Greece, Uruguay, Guatemala
- Uncertainty Avoidance:
 - High uncertainty avoidance indicates that a culture avoids ambiguity, preferring structured, explicit behavioural codes (whether written or unwritten), particularly in the realms of technology, law and religion
 - EG: Greece scored 100 for high uncertainty avoidance, Portugal scored 99 and Belgium scored 94
 - Low uncertainty avoidance suggests a culture favours inorganic flexibility, adaptability, and is accepting of a wide range of behaviours
 - EG: Denmark scored 23/100 for uncertainty avoidance, Sweden 29 and the UK 35
- Masculine Vs. Feminine Cultures:
 - Masculine cultures value toughness, monetary rewards, assertiveness, ambition, gender-based separation of roles, and high competition
 - EG: Austria, Italy, Japan, Switzerland, Venezuela
 - Feminine cultures value personal relationships, quality over quantity, quality of life, selflessness, consensus, sympathy, and an overlap in gender roles
 - EG: Japan, Norway, Denmark, Sweden
- Long Vs. Short Term Orientation:
 - Long term orientated cultures tend to value a preservation of resources for future generations, perseverance, quality relationships, and a thoroughly considered decision making process
 - EG: China, Thailand scored 56/100
 - Short term orientated cultures alternatively focus on the present and benefitting current needs, and may make decisions more efficiently/in a reduced period of time
 - EG: The US scored 29/100 for long-term orientation, other short-term focused cultures include Canada (23), and Australia (31)
- Indulgence Vs. Restraint:
 - In indulgent cultures, people may have less control over their impulses, may be more inclined to have fun, and often reward themselves more frequently
 - EG: Australia, Sweden, USA, Canada, Nigeria
 - Restrained cultures people tend to repress their need for gratification, limit rewards, and may have more control over their impulses
 - EG: Poland, Islamic countries, Portugal, Eastern Europe, Japan

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