

## Cross Cultural Management: IBUS2102

### Lecture 1: Introduction

#### Trompenaars, F. & Hampden, C.

- Culture = a connected system of meaning
- 3 layers of culture:
  - Outer layer (artifacts):
    - Explicit products (language, food, monuments, etc.)
  - Middle layer (expoused values):
    - Norms: sense of what is “right” and “wrong”
    - Values: sense of what is “good” or “bad”
  - Core layer: basic assumptions about human experience
    - Things that are assumed
- Characteristics of culture:
  - Learned
    - E.g. language, system of govt, religion
  - Shared
  - Systematic and organised
    - E.g. values, beliefs, behavioural meanings, etc.
  - Adaptive

### Lecture 2: How do we measure culture?

#### Francesco, A. & Gold, B (2005)

- Cultural Intelligence:
  - Knowledge
  - Mindfulness
  - Adaptive behaviour
- How is culture learned?
  - Enculturation
    - Non-intentional, e.g. from the environment
  - Primary socialisation
    - More unintentional, occurs in the family and local community
  - Secondary socialisation
    - Occurs after the primary socialisation
    - Provide knowledge, skills and behaviour to perform adult roles

## Frameworks for examining cultures

### Hofstede’s dimensions of cultural values

- Individualism/ collectivism
- Power distance
  - Large: autocratic management
  - Small: more equality
- Uncertainty avoidance
  - Strong: structured, risk averse
  - Weak: Unstructured, flexible, entrepreneurial
- Masculinity/ femininity
- Long term orientation (Chinese Survey Value)
- Indulgence/ restraint

### Schwartz Value Survey

- Embeddedness/ Autonomy
  - Value social order, tradition, security and wisdom/
  - Value uniqueness in attributes:
    - Intellectual autonomy: people follow their own ideas
    - Affective autonomy: pursuing positive experiences that makes them feel good
- Hierarchy/ Egalitarianism
- Mastery/ Harmony
  - To exploit the natural and social environment for personal goals/
  - Values fitting into the environment – peace

### Kluckhohn and Strodtbeck’s (1950s-60s) Variations

- Relation to nature (Harmony, Mastery)
- Time orientation (past-orientated, present-orientated, future-orientated)
- Basic human nature (evil orientated, mixed or neutral orientated)
- Activity orientation (doing culture: action, achievement, work; Being culture: enjoy life; containing/ controlling culture: emphasis on rationality and logic)
- Relationships among people (individualistic, group, hierarchal)
- Space orientation (public: space belongs to everyone; privacy; mixed)

### Trompenaar’s Dimensions (6)

(Data collected from over 46000 managers from more than 40 nationalities)

- Universalism/ Particularism (truth and goodness applies to every situation/ circumstances and relationships matter a lot)
- Individualism/ Communitarianism

- Specificity/ Diffusion (easy access to public space but not private space/ hard access to public space but if succeed private space is open too)
- Achieved status/ ascribed status (emphasise on attainment of position and influence/ focus on one's social status, connections)
- Inner direction/ Outer direction (virtue inside individual/ virtue outside individual)
- Sequential time/ Synchronous time (one thing at a time/ several at the same time)

### Hall's high and low context

- High: Information is implicit (meanings behind meanings)
- Low: Information is explicit (direct)

### Ronen and Shenkar's Country Clusters

- 8 clustering countries based on similarities in work values and goals → helps managers to understand the similarities and differences between countries

### The World Values Survey (80% of the world's pop)

- Traditional/ Secular-Rational orientations toward authority (values family, religion, social conformity/ opposite of this)
- Survival/ Self-expression values (put economic and physical security over self-expression and quality of life/ opposite of this)

### Cultural Metaphors (uses metaphors to understand culture)

Important points:

- Existence of universal behaviour
- Framework is about average people's behaviour
- Study cultures helps managers think globally

Javidan, M., Dorfman, P.W. (2006) In the eye of the beholde: GLOBE

### GLOBE project (developed 9 dimensions based on others' works)

- Collectivism (in-group): The degree to which individuals express pride and loyalty in their families, e.g. Egypt
- Collectivism (institutional): The degree to which organisational and societal institutional practices encourage and reward collective distribution of resources, e.g. SG, Sweden

- Performance orientation: The degree to which a collective encourages and rewards group members for improvement
- Future orientation: The extent to which individuals engage in future oriented behaviours such as planning and investing for the future, e.g. SG, Switz; risk averse; opposite is Russia
- Gender egalitarianism: The degree to which a collective minimises gender inequality
- Assertiveness: The degree to which individuals are assertive, confrontational and aggressive in their relationships – can do attitude
- Humane orientation: The degree to which collective encourages and rewards individuals for being fair and caring, e.g. Egypt & Malay are high; France and Germany are low
- Power distance: The degree to which members of a collective expect power to be distributed equally
- Uncertainty avoidance: The extent to which a society relies on social norms, rules and procedures to alleviate unpredictable future events

### GLOBE 6 Leadership dimensions

- Charismatic/ Value-based: Reflects the ability to inspire, motivate and to expect high performance outcomes from others on the basis of firmly held core beliefs. Highest score=Anglo cluster (6.05), lowest=Middle East (5.35/7)
- Team-orientated: Emphasises team building and implementation of a common goal among team members. Highest=Latin America (5.96); lowest=Middle East (5.47)
- Participative: Reflects the degree to which managers involve others in making and implementing decisions. Highest=Germanic Europe cluster (5.86); lowest=Middle East (4.97)
- Humane orientated: Reflects supportive leadership but includes compassion and generosity. Highest=South Asia (5.38); Lowest=Nordic Eu (4.42)
- Autonomous: Independent and individualistic leadership. Highest=Eastern Eu (4.20); Lowest=Latin America (3.51)
- Self-Protective: Ensuring the safety and security of the individual. Highest = Southern Asia (3.83); lowest=Nordic EU (2.72)

### BRAZIL

Cultural dimensions:

- High: In-group collectivism
- Low: Performance and future orientation, institutional collectivism, UA