

# Culture

## Meaning and dimension

1-2

- Culture is acquired knowledge that people use to ~~interpret~~ interpret experience and generate social behavior.
- Culture characteristics: learned, shared, ~~transgenerational~~ transgenerational, symbolic, patterned and adaptive.
- Culture diversity:
  - Centralized Vs Decentralized decision making.
  - Safety Vs. Risk
  - Individual Vs. Group rewards
  - Informal Vs. Formal Procedures
  - High Vs. Low Org'l loyalty
  - Cooperation Vs. Competition
  - Short-term Vs. Long-term horizons
  - Stability Vs. Innovation
- Values are the basic beliefs that ppl have regarding what is right and ~~what~~ wrong, good and bad, important and unimportant.
- There are differences and similarities btwn the work values and managerial values of different culture groups.
- Work Values  $\Rightarrow$  Culture, Industrialization
- Managerial Values  $\Rightarrow$  Success
- Values change over time and reflect age and experience.
- Hofstede culture dimensions:
  - Power distance
  - Uncertainty avoidance
  - Individualism
  - Masculinity
  - Time orientation } affect the country's political and social sys.

# Culture

Meaning & Dimension  
2-2

- "Trompenaars" relationship orientation:
  - Universalism Vs. Particularism
  - Individualism Vs. Communitarianism
  - emotions Affective Vs. Neutral
  - Specific Vs. ~~Diffuse~~ Diffuse
  - Achievement Vs. Ascription <sup>نصيب</sup>

He also looked at attitudes toward time and the env.

- Time  $\left\{ \begin{array}{l} \text{Sequential} \\ \text{Synchronous} \end{array} \right.$
  - The Environment  $\left\{ \begin{array}{l} \text{Inner-directed} \\ \text{Outer-directed} \end{array} \right.$
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# Culture

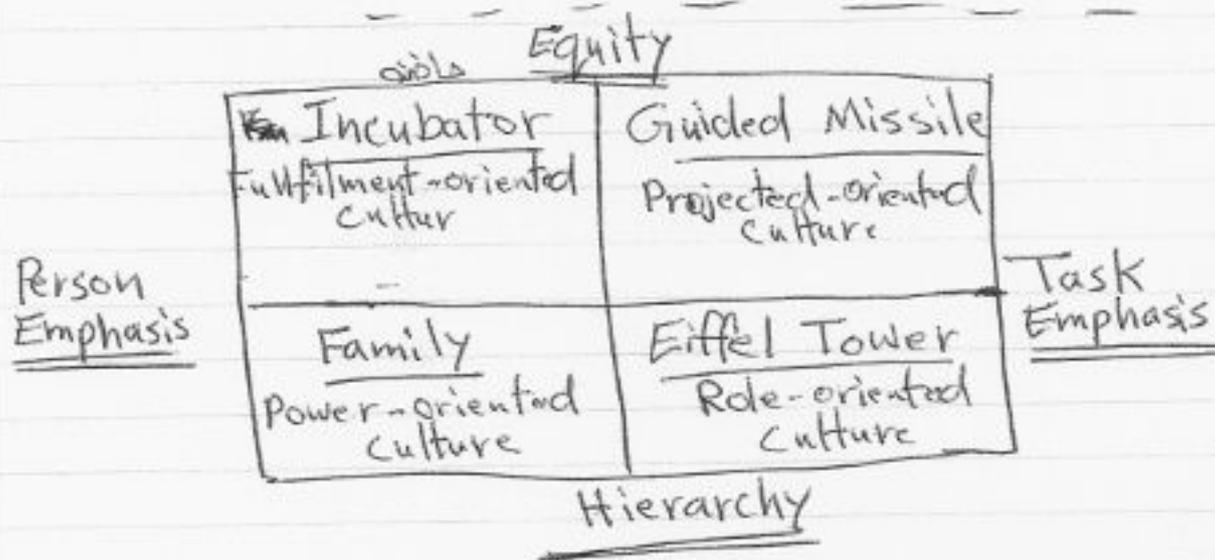
## Managing Across Cultures

- MNCs managing cultures Strategies; [Predisposition]
  - 1 - Ethnocentric (Parent Co. dominant DM)
  - 2 - Polycentric (DM suits the hosting culture)
  - 3 - Regiocentric (regional base according subsidiaries)
  - 4 - Geocentric (global systems approach)
- Cross-cultural problems
  - Parochialism (one eye & perspective)
  - Simplification (one way for all)
- The cultural differences around the world usually around the importance the society assigns to Time, status, Control of DM, Personal Accomplishment, and work itself.
- Therefore, effective manager in one country doesn't mean he/she can be effective in another.

# Culture

## Orgl Culture & Diversity.

- Orgl culture: shared values & beliefs that enable members to understand their roles and the norms of the organization. ~~cope with~~ (External adaptation & internal Integration)
- Orgl culture include observed behavioral regularities, norms, dominant values, philosophy, rules & and orgl climate.



- In int. arena success of the company depends on its ability to manage multi-culturalism and diversity.
- Firm's phases of int. evolution;
  - 1- Domestic corporation
  - 2- Int. corporation
  - 3- Multinational corp.
  - 4- Global Corp.
- Examining Group Multiculturalism:
  - 1- Homogenous groups
  - 2- Token groups
  - 3- Bicultural groups
  - 4- Multicultural groups
- Guidelines to manage diverse culture; careful selection of members, group goals, equal power and mutual respect, and positive feedback.

# Culture

## Cross-culture Comm. & Negotiation

- In Int. biz comm. involves both downward and upward flows, and these flows vary from country to another.
- In Int. area comm. barriers:
  - Language
  - Perception
  - Culture
  - Non-verbal comm. (body language, facial expression, time, physical space & colors)
- To overcome comm. barriers:
  - Improve feedback
  - Provide language & cultural training
  - Encourage flexibility & cooperation
- Negotiation
  - Distributive: bargaining over opposing goals
  - Integrative: cooperation aimed at integrating interests.
- Negotiation Steps:
  - 1 - Planning
  - 2 - Interpersonal relationship building
  - 3 - Exchanging task-related info.
  - 4 - Persuasion.
  - 5 - Agreement.
- Int. Negotiation tactics: location, time limits, buyer-seller relationship, verbal and non-verbal behaviors.
- Negotiation for Mutual benefits:
  - Separating the ppl from the problem
  - Focusing on interests rather than position
  - Generating a variety of options
  - ~~Insisting~~ Using objective criteria
  - Standing ground