

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.
- Hosted culture dimensions:
 - Power distance
 - Uncertainty avoidance
 - Individualism
 - Masculinity
 - Time orientation

} affect the country's political and social sys.

Culture

Meaning & Dimension

2-2

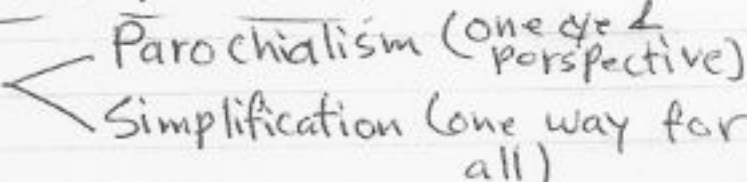
- "Trompenaars" relationship orientation:
 - Universalism Vs. Particularism
 - Individualism Vs. Communitarianism
 - emotions - Affective Vs. Neutral
 - Specific Vs. ~~Diffuse~~ Diffuse
 - Achievement Vs. Ascription ^{نسب}

He also looked at attitudes toward time and the env.

- Time $\begin{cases} \text{Sequential} \\ \text{Synchronous} \end{cases}$
 - The Environment $\begin{cases} \text{Inner-directed} \\ \text{Outer-directed} \end{cases}$
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Culture

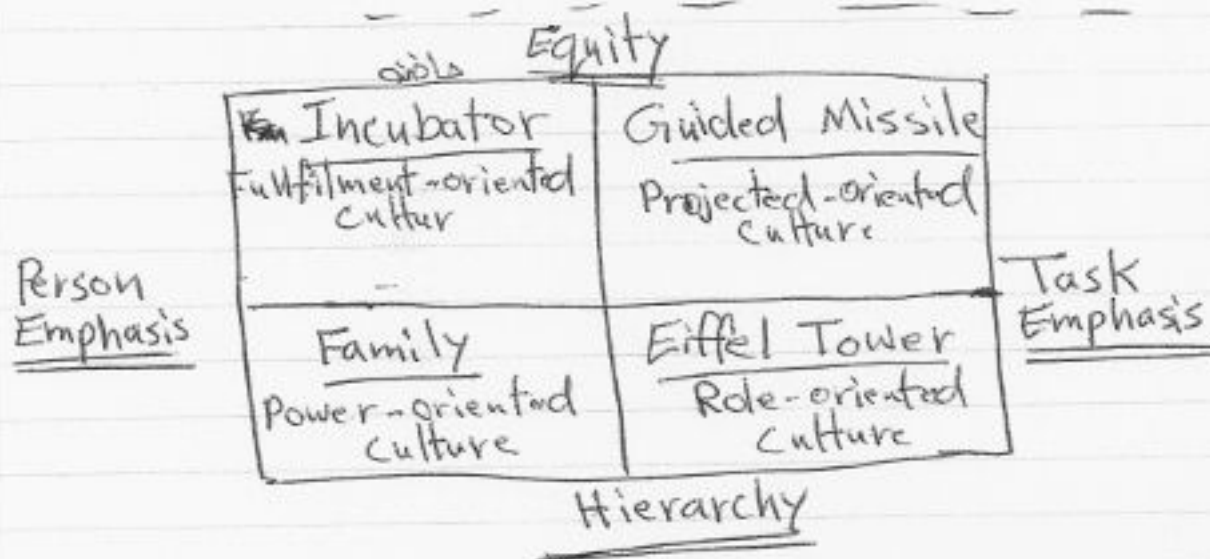
Managing Across Cultures

- 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 ~~com~~ 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