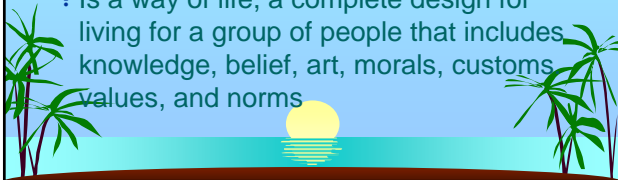


## What is Culture?

- ? Is a learned, shared, compelling, interrelated set of symbols whose meaning provide a set of orientations for members of society
- ? Is a way of life, a complete design for living for a group of people that includes knowledge, belief, art, morals, customs, values, and norms



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## Characteristics of Culture

- ? Exists in the minds of people
- ? Varies considerably
- ? Although different in some respects, cultures resemble one another
- ? Once learned it tends to persist
- ? Gradually change over time
- ? Nobody is culture free
- ? Variation within a given culture



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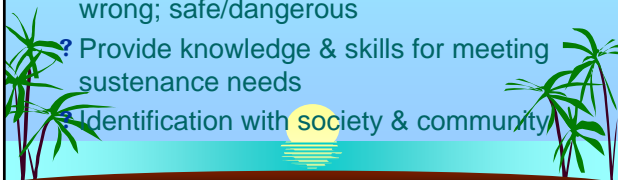
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## Functions of Culture

- ? Communicate with others
- ? Makes it possible to anticipate others' actions
- ? Standards to distinguish right from wrong; safe/dangerous
- ? Provide knowledge & skills for meeting sustenance needs
- ? Identification with society & community



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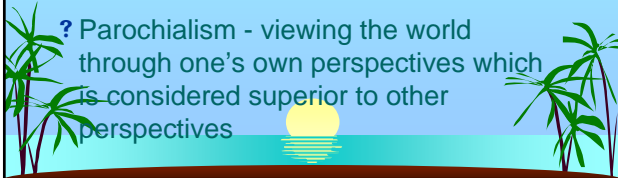
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## Cross-Cultural Management

? Refers to the behavior of people in organizations around the world and trains people to work in organizations with employees & client populations from several cultures

? Parochialism - viewing the world through one's own perspectives which is considered superior to other perspectives



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## Dimensions of Culture

? Relationship with world/nature

- Subjugation to nature ----- Mastery
- Oriental N. American
- harmony technology

? Management implications

- goal setting
  - ▾ vague contingent specific



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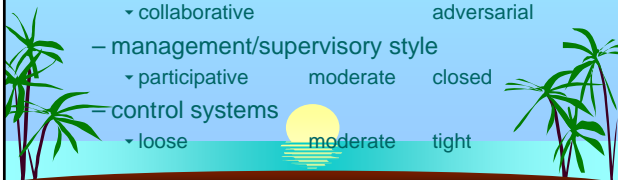
## Dimensions of Culture

? Basic nature of human beings

- good mixed evil
- change is possible change is impossible

? Management implications

- organization climate
  - ▾ collaborative adversarial
- management/supervisory style
  - ▾ participative moderate closed
- control systems
  - ▾ loose moderate tight



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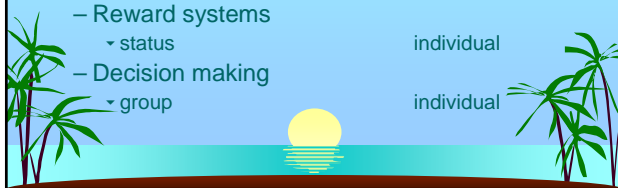
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### Dimensions of Culture

- ? Human Relations
  - personal relationships
  - hierarchical      group      individualistic
- ? Management implications
  - Recruitment
    - ▾ nepotism      record , qualifications
  - Reward systems
    - ▾ status      individual
  - Decision making
    - ▾ group      individual



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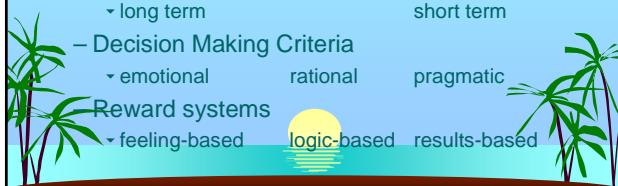
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### Dimensions of Culture

- ? Activity Orientation
- ? Importance of work
- ? Being      Containing      Doing
- ? Management Implications
  - Planning
    - ▾ long term      short term
  - Decision Making Criteria
    - ▾ emotional      rational      pragmatic
  - Reward systems
    - ▾ feeling-based      logic-based      results-based



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### Dimensions of Culture

- ? Time Orientation
- ? Past      Present      Future
- ? Management Implications
  - Planning
    - ▾ extension of past      ST      LT
  - Reward Systems
    - ▾ historically determined      currently contracted      contingent on performance



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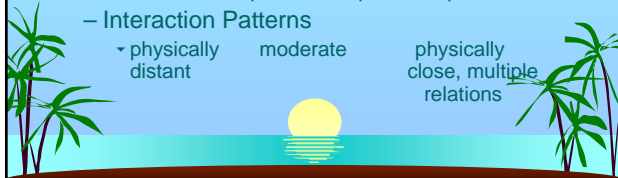
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## Dimensions of Culture

- ? Space Orientation
- ? Private                      Mixed                      Public
- ? Management Implications
  - Communications
    - ▾ 1 on 1                      selective                      wide open
  - Office Layout
    - ▾ barriers                      specialized spaces                      open
  - Interaction Patterns
    - ▾ physically distant                      moderate                      physically close, multiple relations



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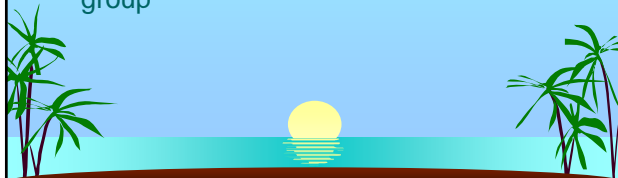
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## Hofstede’s Culture Dimensions

### Individualism- Collectivism

- ? Individualism exist when people look at themselves primarily as individuals
- ? Collectivism exists when people see themselves primarily as members of a group



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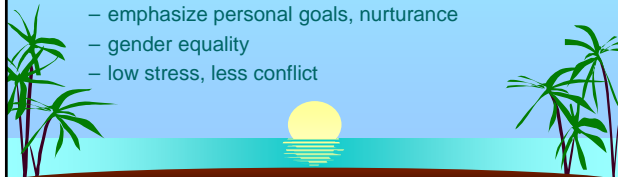
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## Masculinity/Femininity Dimension

- ? Masculine societies
  - emphasize work goals (earnings, advancement)
  - rigid gender roles
  - belief in inequality of sexes
- ? Feminine societies
  - emphasize personal goals, nurturance
  - gender equality
  - low stress, less conflict



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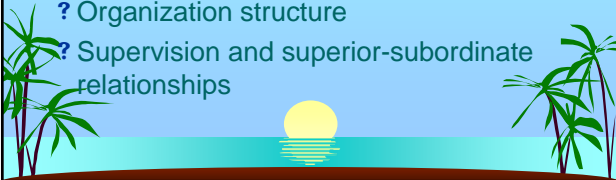
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## Power Distance

- ? The extent to which inequality is seen as an irreducible fact of life
- ? Distribution of power in society
- ? Attitude towards hierarchy & authority
- ? Organization structure
- ? Supervision and superior-subordinate relationships



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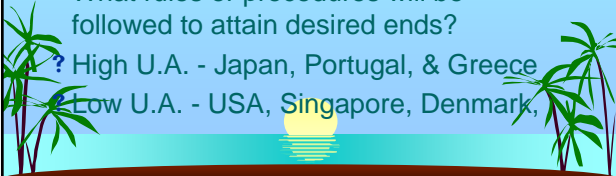
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## Uncertainty Avoidance

- ? The lack of ambiguity and the need for formal rules.
- ? The extent to which people in a society feel threatened by and try to avoid ambiguous situations
- ? What rules or procedures will be followed to attain desired ends?
- ? High U.A. - Japan, Portugal, & Greece
- ? Low U.A. - USA, Singapore, Denmark,



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