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Foreign languages & cultural awareness

Cultural Awareness

Key Models & Theorists

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Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

You should attend every class and have a private space to work so that you can concentrate fully on the lesson.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please. -Use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC –No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

This and all sessions will be recorded so that you can watch it again

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Why is this important?

-This is a Full Time University course and as such the University definitions of engagement and decorum apply as they would in a physical classroom.

-Your Cameras must remain ‘On’ for the duration of the session in order to ensure equal engagement and for your lecturers to observe your full attendance of the session which is a condition for student loans/maintenance to be authorised.

-You should be using a **desktop or laptop device** with a camera, speakers and a microphone so that you will be able to engage in the session on equal footing with your classmates.

-You will be asked to share your screen and “present” your work, access documents, engage in writing activities use websites and create presentations which are either difficult or impossible on a phone.

Recap

Last week gave an overview of…

Cultural Awareness:

- Attributes of the Global Manager
- Basic Cultural Orientations
- Hofstede’s Cultural National Dimensions

SPANISH

- Los Numeros
- Como se llama?
- Tener
- ¿Cuantos años tienes?
- ASSESSMENT 1 SENTENCES.

Learning a new culture…..

Hofstede's dimensions (1980)

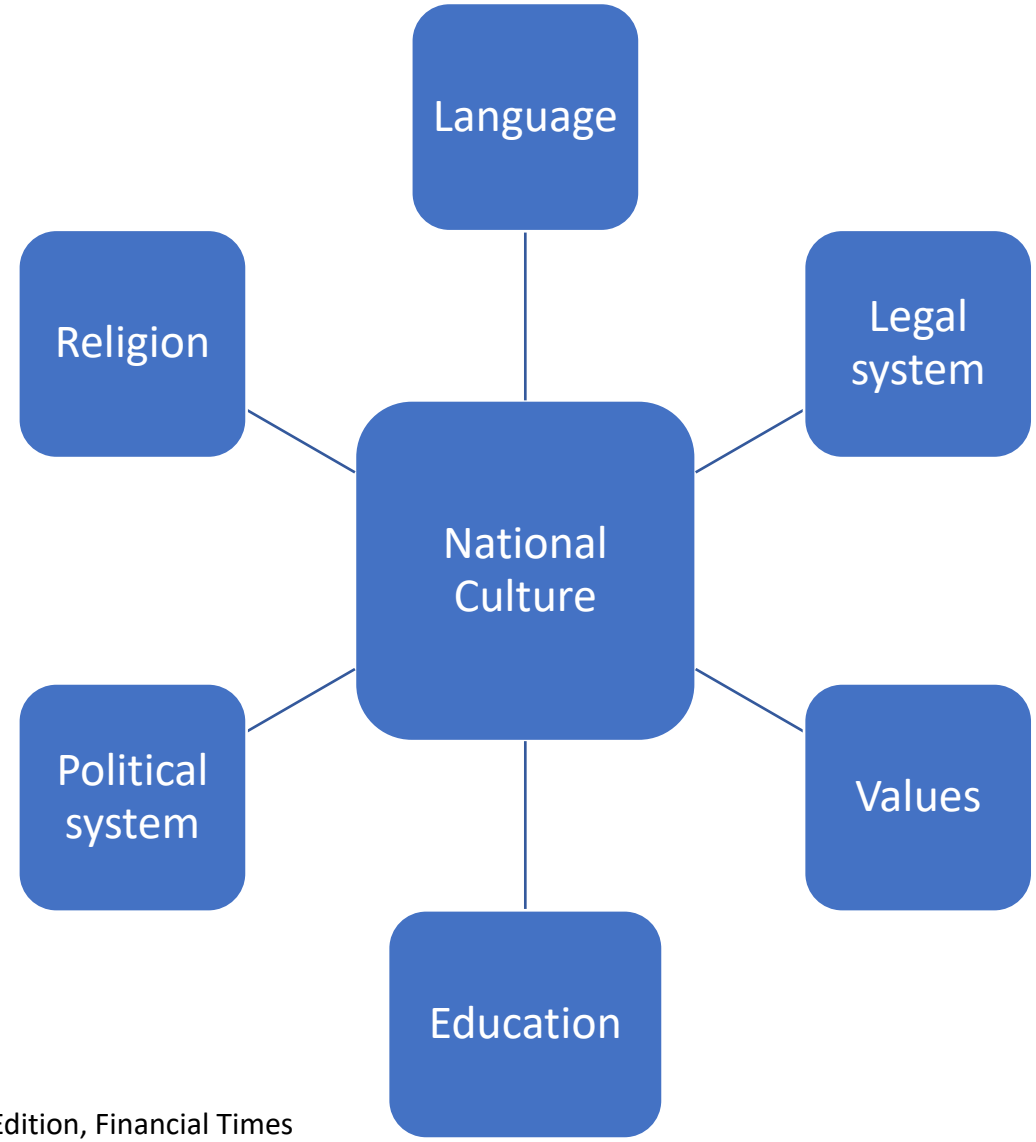
- Hofstede was one of the first researchers to analyse the influence of NATIONAL culture on management practices
- Empirical study at large multinational company (IBM)

- 66 national subsidiaries
- 116,000 questionnaires
- 60 out of 150 questions concerned values and opinions

Hofstede described culture as 'the collective programming of the mind which distinguishes the members of one human group from another' (1980: 25)

When elaborating on his definition, he says: 'Culture, in this sense, includes systems of values; and values are among the building blocks of culture'.

Factors affecting national culture



Source: From Brooks, I., Organisational Behaviour: Individuals, Groups and Organisation, Third Edition, Financial Times Prentice Hall (2006), p. 272, with permission from Pearson Education Ltd. Taken from Mullins (2010)

The Hofstede dimensions

- Hofstede identified four dimensions that he labelled individualism-collectivism, masculinity-femininity, power distance, and uncertainty avoidance

- Hofstede and co-authors later identified a fifth dimension and a sixth dimension, a Confucian work dynamism or long-term orientation versus short-term orientation to life (1984); and indulgence versus selfrestraint (2010)

Four aspects of national culture Hofstede's original model

- **Power distance**

Attitudes to authority;

Distance between people in a hierarchy

- **Uncertainty avoidance**

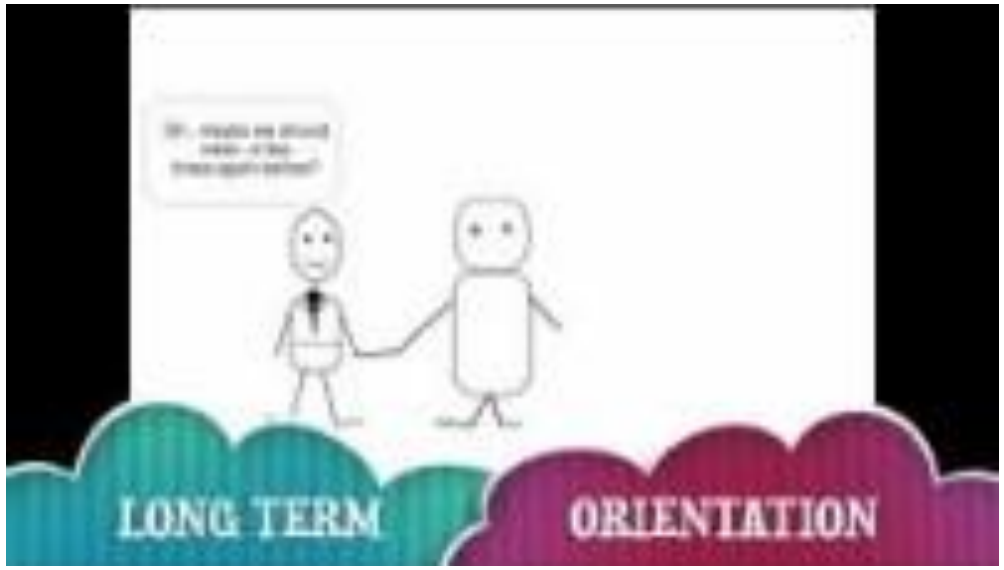
Degree of tolerance for uncertainty or instability

- **Individualism/Collectivism**

Independence and interdependence Loyalty towards oneself and a group

- **Masculinity/Femininity**

Importance of work goals v personal goals



The fifth & sixth dimensions

- PLUS Short-term versus long-term orientation

NOT found in the data used to determine the original dimensions (Hofstede, 2001)

Emerges from the Chinese Values Survey (1985) which contained a Confucian dynamism scale.

- Indulgence versus Restraint

Happier, more enjoyment or not

Individualism Versus Collectivism

- This dimension refers to how people define themselves and their relationships with others

- In an individualist culture, the interest of the individual prevails over the interests of the group; ties between individuals are loose; people look after themselves and their immediate families; what a person does defines that person; direct communication style

- In a collectivist culture, the interest of the group prevails over the interest of the individual; people are integrated into strong, cohesive in-groups that continue throughout a lifetime to protect in exchange for unquestioning loyalty; who a person s connected with defines that person; indirect communication style

Collectivist/Individualist dimension

Collectivist	Individualist
‘We’ mentality	‘I’ mentality
Identity is based on one’s social group	Identity is based on the individual
Decisions are primarily made according to what is best for the group	Decisions are based primarily on individual needs
Relationships prevail over task	Tasks prevail over relationships
Focus is on belonging to an organization	Focus is on individual initiative and achievement
Values differ according to the group (particularism)	Value standards apply to all (universalism)

Table 2.3 Extremes of Hofstede’s ‘collectivist/individualist’ dimension

Individualism Versus Collectivism

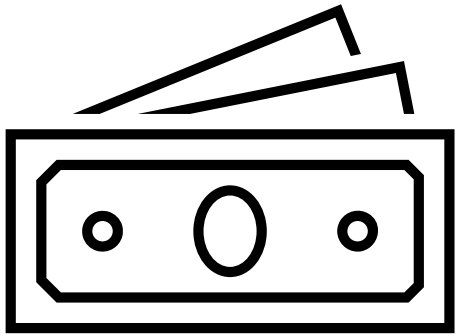
- Hofstede's data revealed four associations with this dimension:

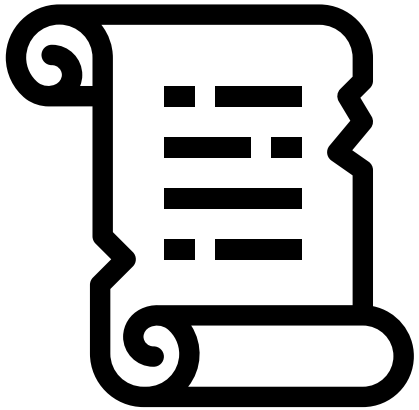
- **Wealth**: there is a strong relationship between a nation's wealth and individualism

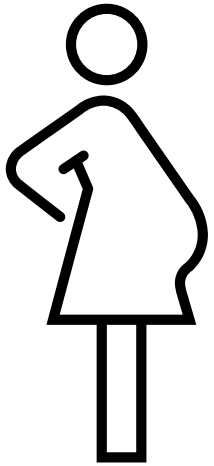
- **Geography**: countries with moderate and cold climates tend to show more individualism

- **Birth rates**: Countries with higher birth rates tend to be collectivist

- **History**: Confucian countries are collectivist; regions heavily populated by European migrants (North America, Australia, and New Zealand) are individualist







Power Distance

- This dimension refers to the way the culture deals with inequalities; the extent to which less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally

- In cultures with **high power distance**, children are expected to be obedient toward parents; people are expected to display respect for those of higher status; power and influence are concentrated in the hands of a few rather than distributed throughout the population

- Two indicators of power distance are **income** and **wealth distribution**; taking into account these indicators, the United States is becoming higher in power distance

Low/High power distance dimension

Low/High power distance dimension

Low power distance	High power distance
There should be a minimum of inequality since it can exploit others	Inequality is unavoidable and everyone has the place they deserve
If there is a hierarchy in an organization it is only for the sake of convenience	Hierarchy in an organization reflects natural differences
People who are superiors or subordinates are all the same	Superiors or subordinates are different kinds of people
Everyone should enjoy the same privileges; there should be no status symbols	Power-holders are entitled to privileges and status symbols
Subordinates should be consulted	Subordinates should be told what to do
Individuality is to be respected	Authority is to be respected
The manager should be a resourceful democrat	The manager should be a benevolent autocrat

Table 2.2 Extremes of Hofstede's 'power distance' dimension

Power Distance

Hofstede's data revealed four associations with this dimension:

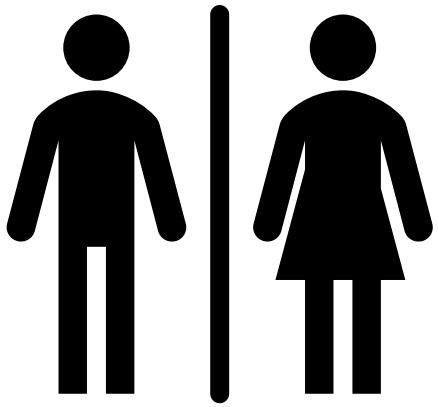
- **Geographic latitude**: higher latitudes are associated with lower power distance
- **Population**: large populations are associated with high power distance
- **Wealth**: national wealth is associated with low power distance
- **History**: countries with a Romance language (Spanish, Portuguese, Italian, French) score medium to high, as do Confucian cultural inheritance countries; countries with a Germanic language (German, English, Dutch, Danish, Norwegian, Swedish) score low

Masculinity Versus Femininity

- Hofstede (1980) found that women's social role varied less from culture to culture than men's •

- He labelled as **masculine cultures** those that strive for maximal distinction between what women and men are expected to do; cultures that place high values on masculine traits stress assertiveness, competition, and material success •

- He labelled as **feminine cultures** those that permit more overlapping social roles for the sexes; cultures that place high value on feminine traits stress quality of life, interpersonal relationships, and concern for the weak



Masculine/Feminine dimension

Masculinity	Femininity
Distinct gender roles	Fluid gender roles
Men are assertive, women are nurturing	Men and women in nurturing roles
Stress on competition and performance	Stress on Co-corporation and environmental awareness
Acquisition if wealth	Quality of life
Ambition motivates	Service motivates
Live to work	Work to live
Sympathy for the success achiever	Sympathy for the unfortunate
Independence ideal	Interdependence ideal
Managers are expected to be decisive and assertive	Managers use intuition and strive for consensus

Table 2.4 Extremes of the ‘masculine/feminine’ dimension

Masculinity Versus Femininity

- Hofstede's data revealed two associations with this dimension:

- **Geography**: feminine cultures are somewhat more likely in colder climates

- **Birth rates**: in feminine cultures, the woman has a stronger say in the number of children; in masculine cultures, the man determines family size

Uncertainty Avoidance

- This dimension refers to the extent to which people in a culture feel threatened by uncertain or unknown situations

- **Cultures strong in uncertainty avoidance** are active, aggressive, emotional, compulsive, security seeking, intolerant

- **Cultures weak in uncertainty avoidance** are contemplative, less aggressive, unemotional, relaxed, accepting of personal risks, and relatively tolerant

- Associations with this dimension:

- **Religion**: Orthodox, Roman Catholic Christian - high; Judaic, Muslim - medium; Protestant Christian, Eastern religion - low

- **History**: history of Roman codified laws - high; Confucian tradition - lower

Low/High uncertainty avoidance dimension

Low uncertainty avoidance	High uncertainty avoidance
Uncertainty is a fact of life: take things as they come	Uncertainty in life is threatening and must be reduced
Deviance is not a threat	Intolerant of deviant person and ideas
Ambiguity is tolerated	Predictability and clarity are preferable
Readiness t take risks	Concern about security
Toleration is innovation	Resistance to change
The fewer rules there are the better	Formal rules and regulations are necessary
Competition and conflict can be constructive	Consensus is better than conflict
Belief is generalists and common sense	Belief in experts and their knowledge
Hard work as such is not a virtue	There is an inner urge to work hard

Table 2.5 Extremes for Hofstede's 'uncertainty avoidance' dimension

Long-Term Versus Short-Term Orientation

- In 1987, the Chinese Culture Connection, composed of Michael H. Bond and others, extended Hofstede's work to include a new dimension

- Countries high in Confucian work dynamism are Hong Kong, Taiwan, Japan, South Korea, and Singapore, popularly referred to as the Five Economic Dragons

- **Long-term orientation** encourages thrift, savings, perseverance toward results, and a willingness to subordinate oneself for a purpose

- **Short-term orientation** is consistent with spending to keep up with social pressure, less savings, preference for quick results, and a concern with face

The 5th dimension: Short/Long-term orientation

Short-term orientation	Long-term orientation
Need for achievement, self-determination	Need to accountability, self discipline
Loyal towards others can vary according to the needs of the business	Develop and maintain lifelong personal networks
People should be rewarded according to their abilities	Large social and economic differences should not be tolerated
Stress is on short-term profits	Stress is on future market position
Managers and employees are different camps	Owners-managers and workers share the same aspirations

Table 2.7 Hofstede's fifth dimension

Indulgence Versus Self-Restraint

- Indulgence: a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun; restraint: a conviction that such gratification needs to be curbed and regulated by strict social norms

- **Indulgent cultures**: a higher percentage of very happy people, a higher importance placed on leisure, more extroverted personalities, lower death rate from cardiovascular diseases

- **Restrained cultures**: a lower percentage of very happy people, a perception of helplessness, more neurotic personalities, higher death rates from cardiovascular diseases

- Indulgence scores are highest in Latin America, parts of Africa, the Anglo world and Nordic Europe; restraint is mostly found in East Asia, Eastern Europe, and the Muslim world

Criticisms of Hofstede

- Nations are not the best units for studying cultures; counterargument: in a large global corporation, employees perceive their nation-states as the frame of reference or identity

- Hofstede's survey data are based on a small sample: 117,000 questionnaires from 40 countries (1968-1969 and 1970-1973), for only 6 countries the number of respondents exceeded 1,000, while for 15 countries the numbers were fewer than 200 •

- Hofstede's survey data are old and outdated, cultures do not stand still; Hofstede's response (2002): the dimensions have centuries-old roots, recent replications show no changes, and the dimensions have been validated against other measures •

- Hofstede's data are drawn from subsidiaries of only one company; Hofstede's response (2002): using the IBM data provides unusually well-matched samples from a large number of countries

Hofstede's response

- Research surveys are suitable but should not be the only method used.
- Nations are not always appropriate, but they are the only unit available.
- IBM was homogeneous in nature: shared one organizational and occupational culture, so allowed comparison of cultural values across subsidiaries.
- Research was thorough and detailed (well-matched samples, correlations with other data); many replications.
- If others can find more than 'his' five dimensions that are independent and can be validated – fine! 'Candidates are welcome to apply'

RECAP :

Hofstede interviewed about his model – please review

Hofstede interviewed about his model – please review

Geert Hofstede introduces Dimensions of Societal Culture 2013 - YouTube

Group Task!!

- Using Hofstede's 6 dimensions, with your group you must try to identify 'ONE' the following and match them to each dimension.
- later present to the class your findings

- Companies
- Countries
- Religions

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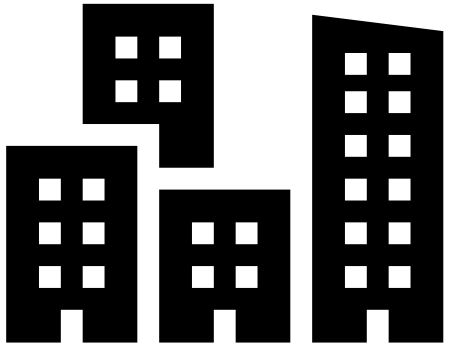

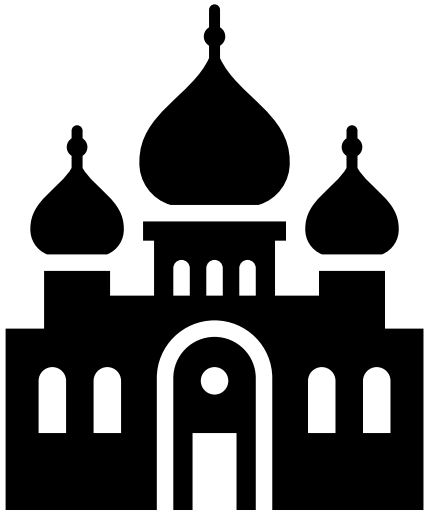

QUESTIONS?

Next Week!

Cultural Awareness:
- HOFSTEDE's Cultural Dimensions
- GLOBE
- TROMPENAARS
- Spanish culture and traditions

Spanish:
- Assessment 2
- Assessment 3
- Me gustaria…

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I look forward to seeing you next week.

If you have any questions in the meantime, please send an email from your *student account*

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