



Intercultural Communication

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3: Western Business Cultures



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Last time

- Understand the concept of cultural dimensions
- Examine Hofstede's five dimensional model
- Criticise Hofstede's methodology
- Understand GLOBE's cultural constructs
- Appreciate cultural clustering
- Note the relationship between a society's values and its cultural organisations

Context:

Managing people from different cultures

‘Differences in national culture may have a bearing on how organisations deal with each other and also on behaviour within organisations which comprise a mix of nationalities.’ Brooks

‘Managers must develop organisational systems that are flexible enough to take into account the meaning of work and the relative value of rewards within the range of cultures where they operate.’ Francesco and Gold

Context: 10 Attributes of the Global Manager

(French, 2011)

- Be culturally sensitive and adaptable
- Solve problems quickly and under different circumstances
- Motivate and communicate well with people from different cultures
- Understand different government and political systems
- Manage and create a sustainable environment
- Convey a positive attitude and enthusiasm when dealing with others
- Manage in both traditional and virtual worlds
- View different economies as part of a single global market
- Negotiate effectively in different business environments
- Manage the triple bottom line: society, economy and the environment

Cultural Quotes of the week

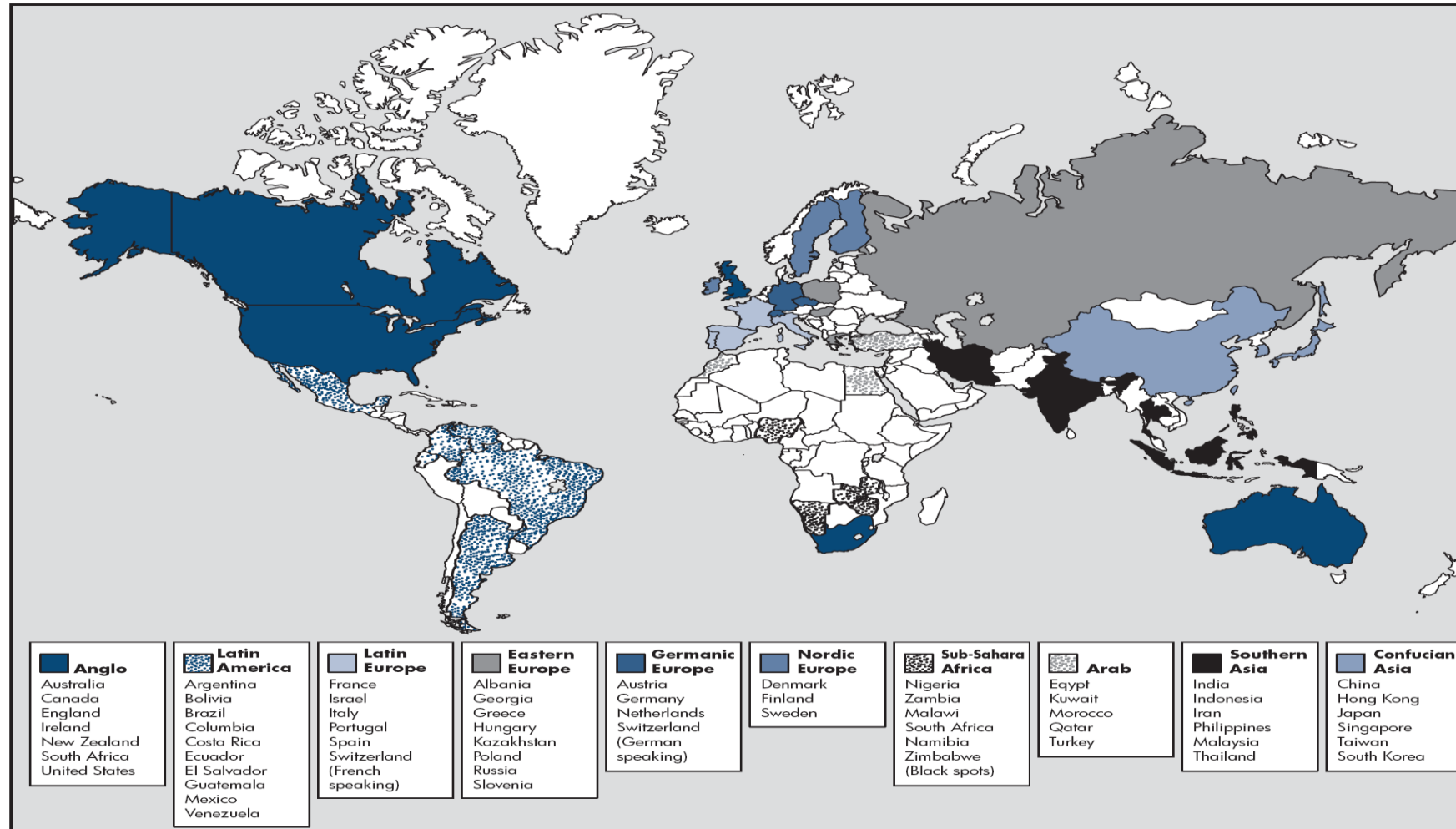
‘Before French culture, German culture, Italian culture, there is human culture’ (Renan, 1882)

‘One of the basic freedoms of the Englishman is the freedom from culture’ (Lord Goodman, 1967)

‘Culture is roughly anything we do and the monkeys don’t’ (Lord Raglan, attrib.)

Cultural Clusters

EXHIBIT 3-4 Geographic Culture Clusters



SOURCE: Data from V. Gupta, P. J. Hanes, and P. Dorfman, *Journal of World Business*, 37, 1 (Spring 2002): 13.

Clusters of cultures

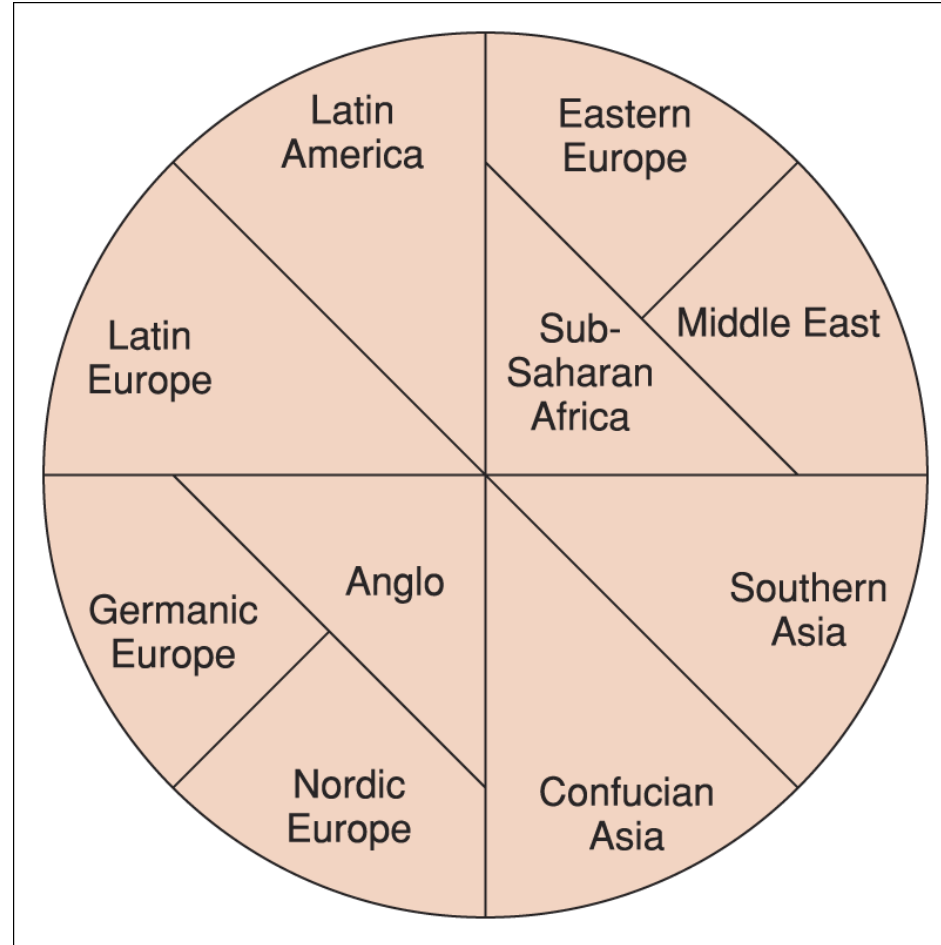


Figure 2.2 Clusters of cultures

Source: House et al. (2004): 2001



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Western Business Cultures

Business cultures in the Western world

Examines:

- Clusters within left hemisphere
- Related countries in Western European, American and Australasian countries
- Russia and Turkey, placed in right hemisphere as these countries are considered with relation to Europe

European cultures

- Europe's identity never clearly established culturally, politically or geographically.
- Most recent development: creation of the European union (EU): common economic, socio-cultural and political bodies.
- Council of Europe aims to promote fundamental values, e.g. human rights.
- However, clear cultural differences in Europe still survive.

The European Union

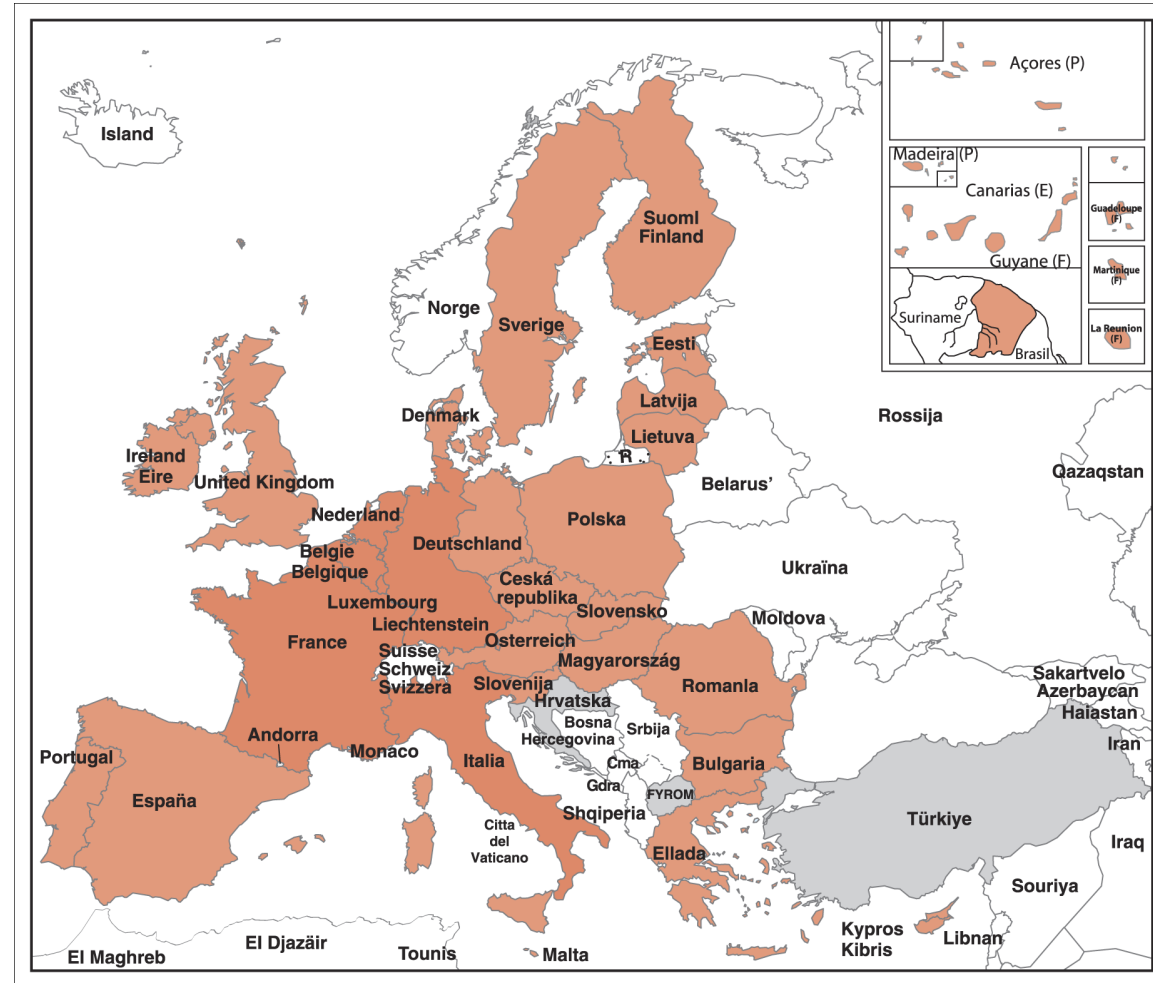


Figure 3.1 The European Union

Source: The European Commission ©

European culture clusters

- **Latin Europe**

- Influence of Roman Empire
- Highly developed bureaucracies
- 'Rule-bending' through family and personal relationships

- **Nordic Europe**

- Viking heritage: self-sufficiency, fairness, egalitarianism and democracy
- Face up to authority, question it and expect to be consulted

European culture clusters (Continued)

- **Germanic Europe**
 - Longer term perspective when managing uncertainty
 - Assertive behaviour, explicit communication
 - Emphasis on results rather than relationships



- **The Anglos**

- Relaxed approach to management
 - organisation seen as a market in which people negotiate what has to be done
 - Individualistic – as seen in prominence given to the individual in selection procedure

Anglosaxonization

- Term used to show commitment to profits and free markets at expense of social responsibility



- **Eastern Europe**

- Transition from bureaucratic, centralised economy to market-oriented economies with more democratic features
- Russia is the largest of the former Soviet Union republics, but is it a European nation geographically, politically and socially?
- ‘Blat’ , a Soviet form of social networking, still flourishes to help cope with uncertainties of new society



Turkey

- Turkey straddles the border between Europe and Asia
- Candidate for membership of EU, but its right to be a member disputed:
- Turkey seen by some as not being European culturally, socially or geographically. But what does ‘European’ mean?
- Others see Turkey as European through its influential role in Europe over four centuries



Activity: Turkey & the European Union (EU)

Do you consider to be a European, Asian or Middle Eastern country?

What cultural factors have you considered?

Argue for and against Turkey joining the EU?



American and Australian cultures

- Areas where immigrants from British isles and Europe set up home and business
- Concept examines
 - Anglo-Saxon approach to business
 - The strong values of the Latin cluster as reflected in Latin America



Anglo-America

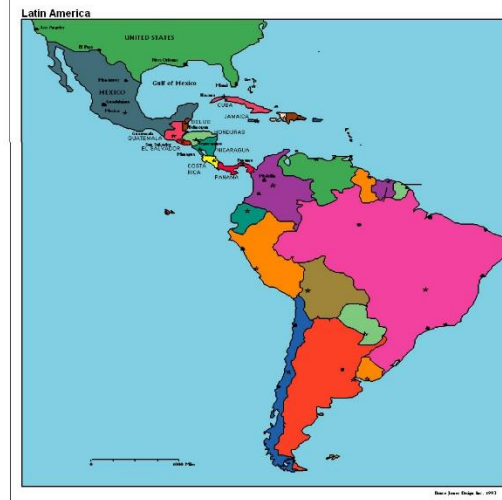
- **Anglo-Canadians**
 - More a 'mosaic' than a 'melting-pot' society
 - People less driven by individual goals, more aware of society as a whole
- **Anglo-Australians**
 - Increasing cultural diversity, despite Anglo-Saxon foundations
 - More collaborative in business, distrust of authority
 - More direct and critical than British counterparts



Latin America

- **Latin America**

- Strong belief in Catholic religion, reflecting importance of families and distinct male/female roles (values implanted by immigrants from Iberian peninsula)
- Role of 'patron': authoritarian behaviour expected and respect shown
- Rise of middle classes is causing tension with the underprivileged (especially the indigenous population) reducing authoritarian nature of society



The countries comprising each cluster

Anglo	Latin Europe	Nordic Europe	Germanic Europe
Australia Canada England Ireland New Zealand South Africa (White sample) United States	France Israel Italy Portugal Spain Switzerland (French-speaking)	Denmark Finland Sweden	Austria Germany (Former East) Germany (Former West) Netherlands Switzerland (German speaking)
Eastern Europe	Latin America	Sub-Saharan Africa	Middle East
Albania Georgia Greece Hungary Kazakhstan Poland Russia Slovenia	Argentina Bolivia Brazil Colombia Costa Rica Ecuador El Salvador Guatemala Mexico Venezuela	Namibia Nigeria South Africa (Black sample) Zambia Zimbabwe	Egypt Kuwait Morocco Qatar Turkey
Southern Asia	Confucian Asia		
India Indonesia Iran Malaysia Philippines Thailand	China Hong Kong Japan Singapore South Korea Taiwan		

Table 2.10 The countries composing each cluster

Source: Chhokar, J.S. et al. (2008):13

Recap: Western Business Cultures

- We considered:
 - culture clusters in Europe and in other countries historically linked
 - problems regarding the definition of Europe, particularly with regard to Russia and Turkey
 - the influence of European business cultures worldwide, including Australasia and the Americas