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Summary

The report aims to advise the American Head of Marketing of TBG Tours on the diverse cultures of both China and UAE (Dubai), regarding their upcoming business trip to both destinations. A range of theory has been used through-out the report with Hofstede being the lead role. Geert Hofstede is a social psychologist who came up with a way to view the values for the 6 dimensions for a ray of different countries, by surveying IBM staff across the globe. (An, D and Kim, S, 2007) The 6 dimensions are:

- Power Distance
- Individualism
- Masculinity
- Uncertainty Avoidance
- Long Term Orientation
- Indulgence

Introduction

It is vitally important that before the trips to Dubai and China, the traveller understands the underlying cultures the destinations have, doing this can show respect to their cultural identity and beliefs. Jarret, M., (2016) states that a person's culture is often the centre of their being. Hofstede, G (1980 p13) explains that "culture is a black box which we know is there but not what it contains". Timm, A (2011 p4-10) goes on to state that two anthropologists (Kroeber and Kluckholm) have found 164 explanations to the meaning of culture, this highlights the diversity of cultural features, spanning the art, beliefs, laws and habits possessed by a human, country or organisation. Tylor Edward B (1924 p1).

The American head of marketing will be displaying intercultural contact with the Chinese and Emirati guests that they will meet. Timm, A (2011 p4-10) explains the meaning of intercultural as being when a tourist and a person from the host country engage in communication, both parties being from different cultural backgrounds. Along the American's journey they may partake in cross cultural communication as there may be opportunities to engage with people from two or more cultural beliefs. An example of this

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may be an American, a Chinese person and an Emirati, all of whom have very different cultures. Reisinger, Y, (2003 p39).

China



Cultural Characteristics in China

Masculinity Versus Femininity: China scores highly on the masculinity scale with a score of 66, (figure 1), which is comparable to that of the United States of America with a score of 62 (figure 1). This could benefit the American business person going to China as they are familiar with the competitive nature of the country. Hofstede, G. (1980), states that masculinity is “a gender role differentiation” which brings out the competitiveness of society where recognition is considered being of most importance. This similarity could however cause conflict between the two countries as both are competitive and may not be willing to except any compromise.

Individualism Versus Collectivism: The findings from Figure 1 show that China is low on individualism with 20 and in-fact thrive on being a collectivist country. USA however are very reliant on their individualism, scoring 91 (figure 1). This shows that China have strong beliefs that from birth they are set in the groups to which they will stay loyal and protect each other through-out their lives. However, in the USA it is more culturally acceptable for someone to fend for themselves and only really take care of immediate family, (Preda, O, 2012). This also results in China being a high context country and USA being a low context country, meaning that China would rather develop a friendship before business, leaving the USA the opposite. This results in most Chinese business meetings taking considerably longer than expected as they are building a rapport and most of the deals are set on trust, whereas USA would rather negotiations to be quick and affective while having deals written down by legal bonding. (Kim, D. Pan, Y. Park, H. S 1998 p507).

Power Distance: China is situated high on figure 1, regarding power distance, with 80 and USA are low with 40. Chandler, D. & Munday, R. (2011) Power distance is the extent to which different culture statuses promote themselves through-out its people. High power

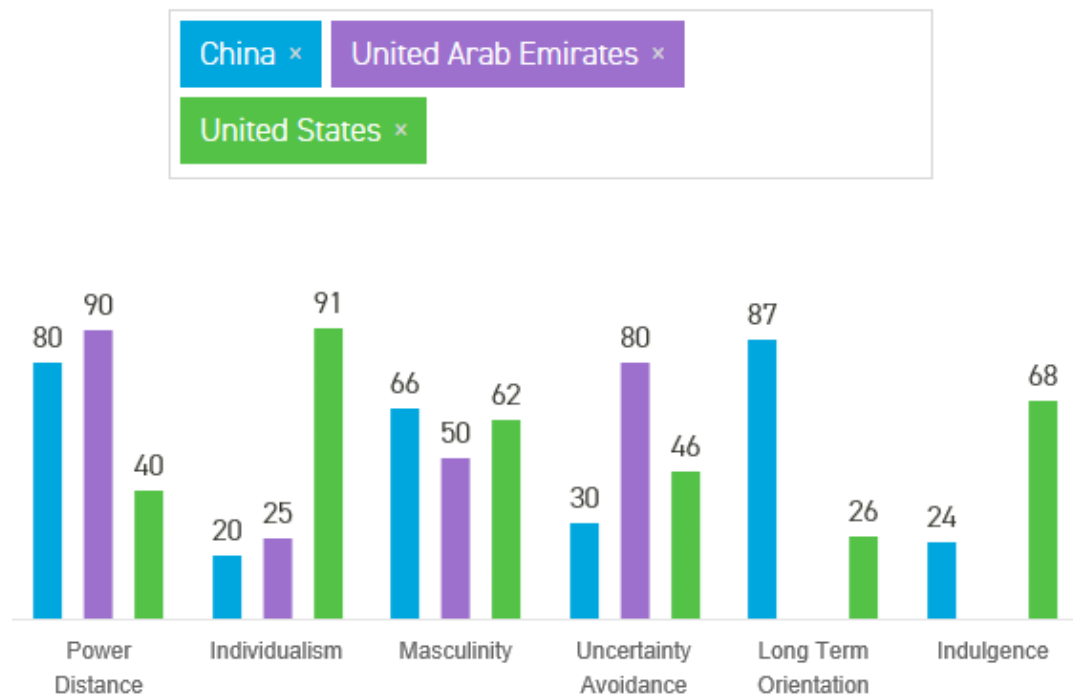
distance countries, like China, all have their specific job roles and people to fill them, such as: social hierarchy – authority and clearer formal roles such as, students and teachers. Whereas, USA (low power distance) have more independence and everyone is treated more equally. This could upset the American business person as they would be used to everyone being treated the same with equality and respect, whereas for the Chinese it is in their culture to have their roles and for everyone to know their place.

Uncertainty Avoidance: Both nations scored toward the lower end, regarding uncertainty avoidance, (figure 1) with China scoring 30 and USA scoring 46. Heery, E. & Noon, M (2008) explains that high uncertainty avoidance is when a country's culture avoids all uncertainty through their career balance and involves following all basic guide lines. However, low uncertainty avoidance is when uncertainty is just expected in life, with fewer laws to follow and more room to experiment with life. This would benefit both cultures as they will both know that uncertainty is something that cannot be controlled and if an issue was to arise both would have a clear understanding.

Long Term Versus Short Term Orientation: China scored more highly with 87 than USA with 26, (figure 1) resulting in China being a more persistent culture who are patient and invest for the future. The USA however are less patient wanting things straight away and would rather pursue happiness. However, some companies in the USA are wanting to lose the short term orientated culture they pose and are wanting to pursue a longer term orientated culture in their workforce. Bruce GD. (1991). This shows that China have a long-term goal set in place to help build and develop their business relations and USA are more rushed, wanting business done as soon as possible.

Indulgence Versus Restraint: Figure 1 shows that China has 24 and USA has 68, regarding indulgence. This shows that China is more restrained than USA as they have the lower score, meaning that there are less happy and healthier people living in China than the USA, Hofstede, G, (1980). This also makes China a very strict rule driven country. The American business person may not agree with how strict the regulations are with China but will have to adjust and follow them as anybody else would.

Figure 1



Business Code of Conduct – China



Introductions: Penzner, B, (2006). When greeting the host of the meeting its common Chinese culture to wait for them to initiate the greeting. Some Chinese people may bow their heads before extending their hand, gentle handshakes are preferred over firm. When the greeting has taken place, the guest would call the Chinese business person by their surname as, in China the surname of a person is used instead of a first name. For example, Wong Ti See would be addressed Mr Wong. When in the meeting, the highest representative of the specific department will lead the greeting and lead the meeting.

Insults: Penzner, B, (2006) explains that the Chinese culture consider pointing to be an insult. If a presentation needs to be pointed out then it should be done with the guest's palms facing down while in a fist, so the hosts do not get offended. Putting a business card into a wallet or pocket is also considered insulting, it should be placed in a card case or displayed in front of the guest.

Background Research: Chinese businesses may appreciate guests attempting to use common Chinese sayings, such as; Nee Had (Good) and Shay Shay (Thank you). Penzner, B, (2006) also explains that a guest should do background research of the local area of which the business is situated as the Chinese like small talk. Small talk will also help the guest build a good rapport with the Chinese counterpart. With China being a collectivist nation, this is of utmost importance.

Business Cards: When receiving a business card, the guest should also present theirs with both hands and the front of the card facing the host. All business cards and documentation should be printed in both English and Mandarin. Penzner, B, (2006) states that the Mandarin side of the business card should be printed in gold as it shows good fortune and wealth.

Negotiations: Most Chinese meetings take place on a long table, with the Chinese business people one side and the guests on the other. Seating is ranked on responsibility starting with the lead members in the middle of the table and the lowest ranked members at the end. It is expected that most of the speaking will come from the two highest ranked members. It is frowned upon for the lower ranked members to speak unless they are spoken to. Penzner, B, (2006).

UAE



Cultural Characteristics in United Arab Emirates

Masculinity Versus Femininity: According to figure 1 United Arab Emirates score 50 when it comes to masculinity, this shows that USA possess a more masculine culture than UAE, which could work both for and against the American guest. Hofstede, G (1980) goes onto explain that as a result of UAE scoring 50, the society is mixed with half being career driven and half being more focused on their quality of life.

Individualism Versus Collectivism: Like China, UAE scores low with 25 making them a collectivist cultured country. With the USA scoring high making them individualists, this presents similar issues that may occur in China.

Power Distance: Hofstede and Hofstede (2005) explains that power distance is when power is distributed equally through a community. Figure 1 shows that UAE scores 80, making them, like China, a high-power distance culture. UAE believe that within a social hierarchy everybody has a role and no clarification should be needed, there will usually be a family or person who is seen as more respected than anybody else. However, the USA believe that everyone is equal, and all jobs are as important as the rest. The American business person must consider this within the culture, as they may not be wary of it and could possibly offend a business counterpart by speaking to them. However, UAE, unlike the USA, place more emphasis on hierarchy making it extremely important to introduce themselves from the start of the negotiations.

Uncertainty Avoidance: UAE score high regarding this dimension, with 80 showing that anything that is uncertain is seen as a threat. Hofstede and Hofstede (2005) states that uncertainty avoidance is the way a community must face the fact that nothing is certain in life. However, in a culture like UAE, it is common for the future to be controlled, whereas in the USA it is left to happen on its own. Hofstede and Hofstede (2005) say there is a “need for rules”. UAE is an Islamic country that follows the Sharia Law, J. N. D. Anderson, (1971). Showing that UAE’s culture is based upon the Qur’an and the Islamic teachings.

Business Code of Conduct - UAE



Introductions: UAE's culture is based on the Islamic teachings. However, UAE (Dubai) has a range of different nationalities and religions within its self, making it a very diverse destination. Jamall, A (2013) Hospitality and courtesy are the most valued possessions and is emulated in the community. The national language of UAE is Arabic, and the common greeting is "As-salam alaikum" which translates to (peace be upon you) and the customary reply is "Waalaikum as-salam" (and upon you be peace). A meeting should always start with a handshake and that all members of the meeting's hands have been shook. However, a guest must not shake a woman's hand unless she has extended her hand first, this is to make sure that all guests respect the Islamic tradition.

Business Cards: Presenting a business card is not a necessity when it comes to business in Dubai. However, the guest must make sure that any information that is presented is written in English and Arabic. Jamall, A (2013)

Communication: Jamall, A (2013) explains that in Dubai it is much preferred if all business meetings are face to face and not through phone or video call, this way a rapport can be built and a relationship, so there is a trust bond between both counterparts. It is also important to create a relationship with people from UAE before a meeting takes place as it is common for an Emirati to prefer to do business with someone they know or who a friend knows.

Working Hours: The American guest must make sure that they know what the working hours are in UAE, along with prayer times. The average working week in Dubai is Sunday to Thursday between 8am – 5pm. However, during the month of Ramadan working days are reduced by 2 hours. Jamall, A (2013) Prayer time is vitally important within Islam as it is

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their religious duty to pray five times a day. This could occur during the working hours, so the American guest must respect and value the traditions of the host country. (BBC 2009).

Conclusion

Understanding the backgrounds of both Chinese and UAE cultures is very beneficial, adapting to the different cultures in these countries may also put an individual in good stead for a positive business experience. Understanding these cultural factors could be the difference between a good business deal and a bad one. This report also advises on the importance of understanding basic phrases, working hours, greetings and business cards. Additionally, this report may assist in the creation of positive working relations by understanding what may be insulting to other cultures. It would be advisable to study this document prior to a business trip to the discussed countries in order to develop a better understanding of their cultural norms.

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