MASARYK UNIVERSITY
FACULTY OF ECONOMICS AND ADMINISTRATION

What can you expect

1. What is culture (a bit of theory)
2. Cultural differences (and a few examples)
3. Short videos (hopefully interesting)

What is culture

1. Shared system of values, which as a process leads to automatic solutions of often repeated problems (Nový, Schroll-Machl)

2. A set of learnt behaviour, collection of opinions, customs and traditions shared among group of people... (Mead)

3. A set of shared attitudes, values, goals, and practices that characterizes an institution, organization or group (Wikipedia)

Culture is subjective to

1. Time
2. Place
3. Group
    - Nation
    - Ethnic group
    - Religious group
    - Any other subgroup

Cultural standards (Thomas and others)

1. Cultural standards are methods of perceiving, thinking, evaluating and acting, which are common in a particular culture
2. Behaviour of myself and of others conforms with it
3. It has a regulatory function in many different situations
4. Individual use/application of cult. stand. Can vary inside a certain tolerance zone
5. Behaviour outside this zone is refused and sanctioned

Elements of culture (Šroněk)

1. Time
2. Language
3. Non-verbal communication
4. Religion
5. Formality/social hierarchy

Cultural dimensions (Hofstede, G.)

1. Power Distance Index
2. Individualism
3. Masculinity
4. Uncertainty Avoidance
5. Long-Term Orientation

Visit http://www.geert-hofstede.com for countries' scores.

Hall's Cultural dimensions

1. Communication context

2. Proximity

3. Time

Trompenaars' Cultural dimensions

Cultural differences come from:

- Attitude to time (1 dimension)

- Attitude to the environment (1)

- Attitude to other people (5)

Application of Cultural dimensions (Demorgon)

1. Matter of level
2. Area of life
3. History and circumstances

Problems with application of C. D. or C. S.

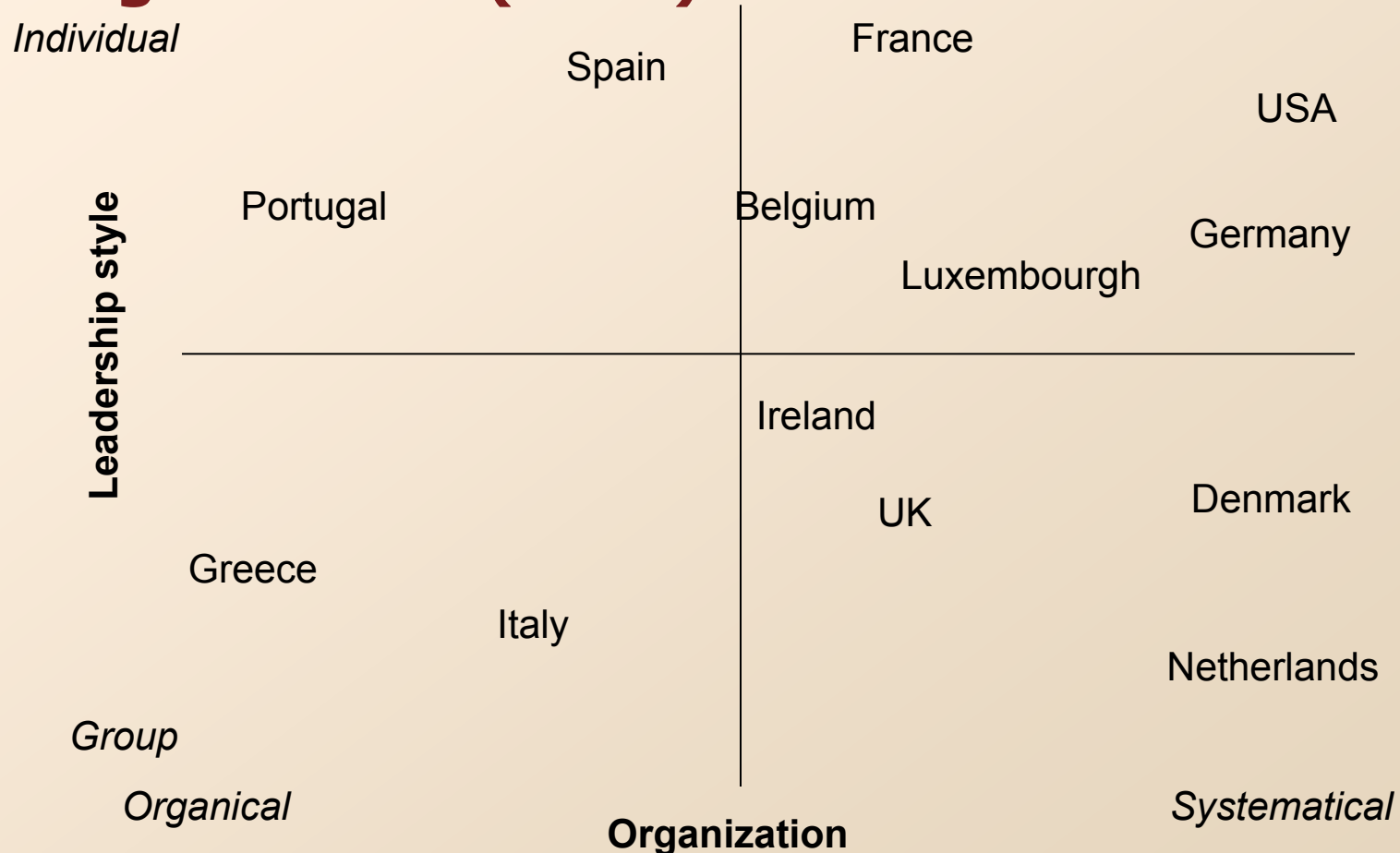1. One dimension contains more aspects
2. Point of view
3. Judgements

Culture shock

1. „Honeymoon Phase"
2. „Negotiation Phase"
3. „Adjustment Phase"
4. „Mastery Phase"

The differences in leadership style and organization (Mole)

Individual

Spain

France

USA

Leadership style

Portugal

Belgium

Luxembourgh

Germany

Ireland

UK

Denmark

Greece

Italy

Netherlands

Group

Organical

Organization

Systematical

Czech cultural standards (Nový, Schroll-Machl)

1. Relationships orientation (prefer relationships to material aspect)
2. Underestimating structures (love for improvisation)
3. Simultaneity (parallel work)
4. Control aims people not rules
5. Diffusion culture
6. High communication context
7. Avoiding conflicts
8. Variable self-confidence

Human Communication

Three major parts in human face to face communication. According to the research:[1]

1. 55% of impact is determined by body language—postures, gestures, and eye contact,
2. 38% by the tone of voice, and
3. 7% by the content or the words used in the <u>communication process</u>.

[1] Mehrabian and Ferris (1967). "Inference of Attitude from Nonverbal Communication in Two Channels". In: *The Journal of Counselling Psychology* Vol.31, 1967, pp.248-52.

Verbal Communication

Just 7 % of human communication accounts for words.

But:

<u>Native</u> or <u>second</u> language.

And:

<u>Active</u> or <u>passive</u> use.
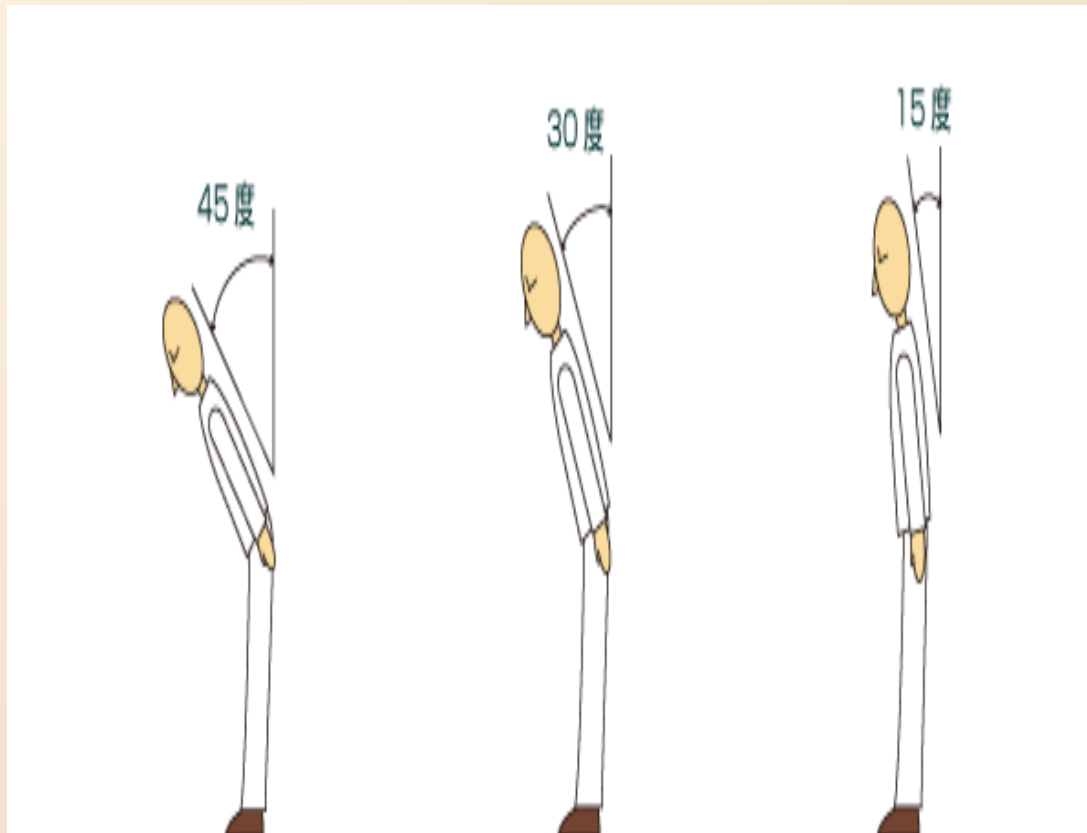
Also:

<u>Slang</u>, <u>colloquial</u> or <u>contextual</u> expressions.

Non Verbal Communication and Other Differences

- Japanese and smiling
- Just-in-time manufacturing systems
- Formality
- Korean exercising
- Slovak interjections
- Slovak dining
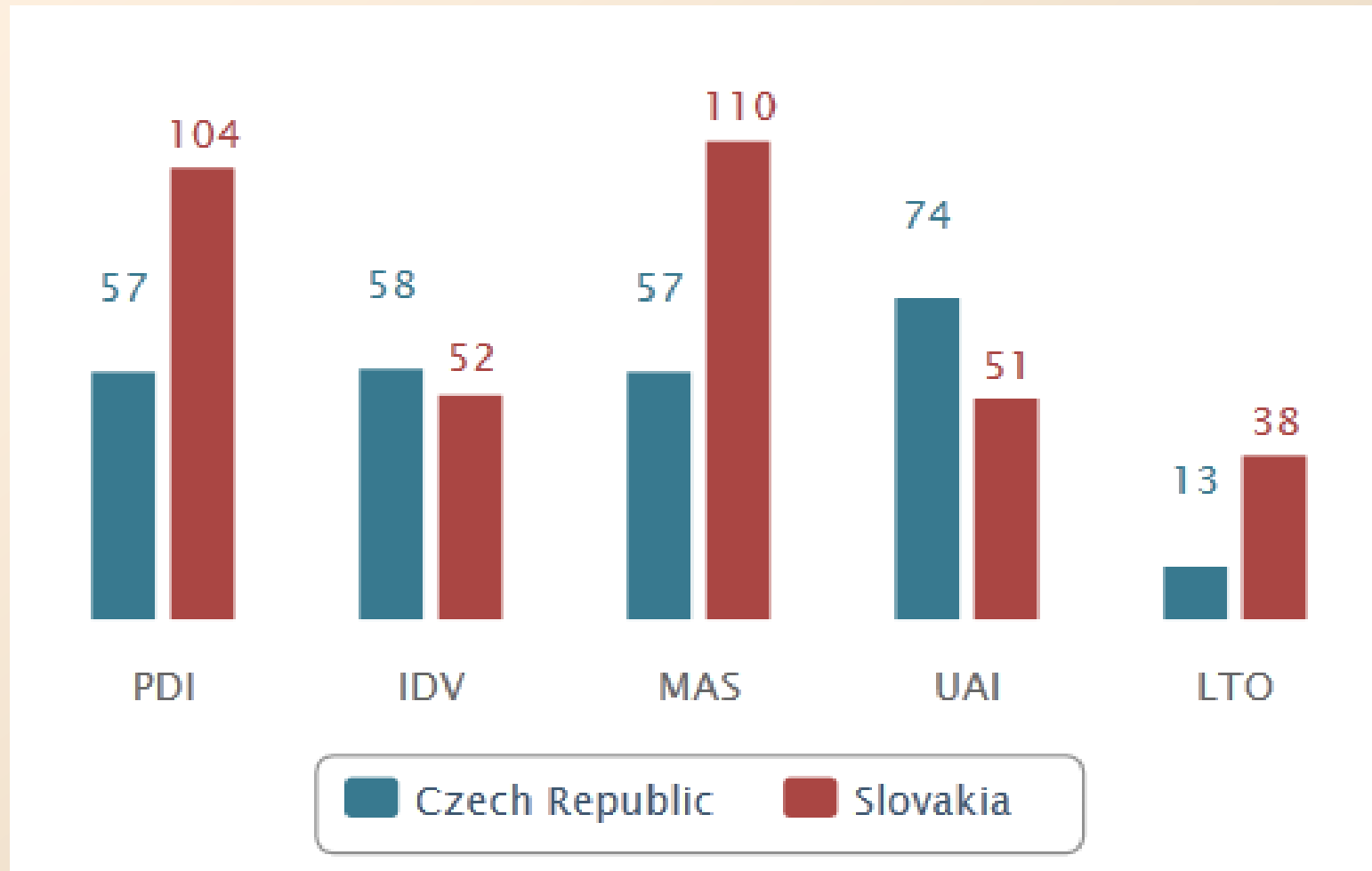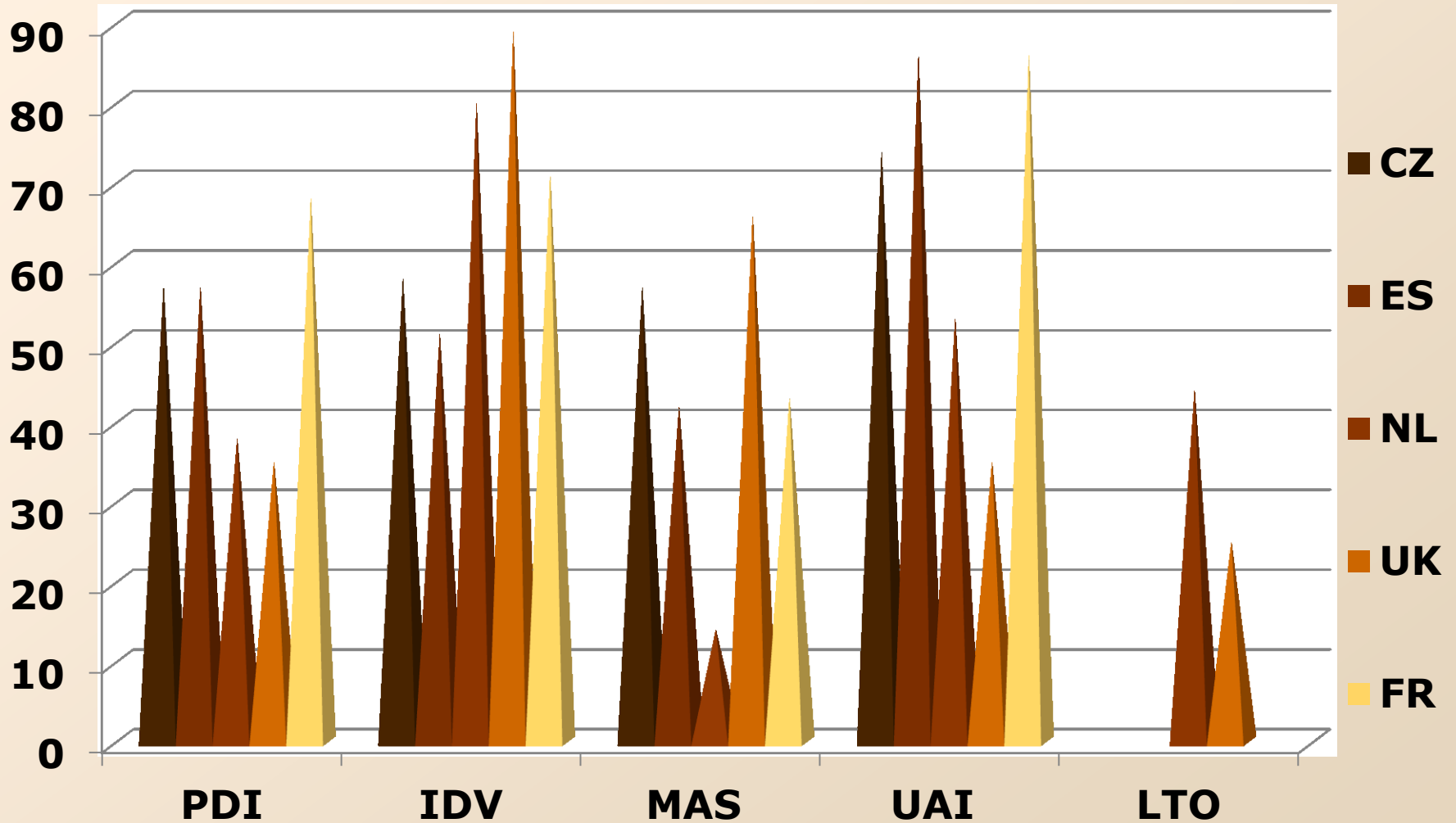- Not-moving attitude and impacts on labor market

Bows in Japan

Cultural dimensions (Hofstede, G.)

1. Power Distance Index
2. Individualism
3. Masculinity
4. Uncertainty Avoidance
5. Long-Term Orientation

Hofstede`s dimensions

http://theoort.blogspot.com/2011/06/cultural-dimensions.html

Sources

- DEAL, T. E., KENNEDY, A. A. *Corporate Cultures*. Reading : Addison Wesley Publishing Company, 1982. ISBN 0-201-10277-3.

- DENISON, D. R. *Corporate Culture and Organizational Effectiveness.* New York : Wiley and Sons, 1990. ISBN 0-471-80021-X.

- DRENNAN, D. *Transforming Company Culture*. London : McGraw-Hill Book Company, 1992. ISBN 0-07-707660-5.

- HALL, W. *Managing Cultures: Making Strategic Relationships Work*. Chichester : Wiley and Sons, 1995. ISBN 0-471-95571-X.

- HOFSTEDE, G. *Cultures and Organizations: Software of the Mind*. London : McGraw-Hill book Company, 1991. ISBN 0-07-707474-2.

- HOFSTEDE, Geert. *Kultury a organizace. Software lidské mysli: Spolupráce mezi kulturami a její důležitost pro přežití.* 1. vyd. Praha: Linde, 2007. 335 s. ISBN 978-80-86131-70-2.

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- LUKÁŠOVÁ, R. *Organizační kultura a její změna*. Praha : Grada Publishing, 2010. ISBN 978-80-247-2951-0.
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- NOVÝ, I. *Interkulturální management: Lidé, kultura a management*. 1. vyd. Praha : Grada Publishing, 1996. 143 s. ISBN 80-7169-260-3.
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- TROMPENAARS, F. *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. London : The Economist Books, 1993. ISBN 0-85058-428-0.

Short videos

- http://www.kwintessential.co.uk/intercultural/french-business-etiquette.html
- http://www.youtube.com/watch?v=bspFbFytRiM (Cultural Issues in Arab World Business Deals)
- http://www.kwintessential.co.uk/intercultural/highcontext-lowcontext-cultures.html
- http://www.kwintessential.co.uk/intercultural/individualism-collectivism.html