

CROSS-CULTURAL MANAGEMENT

WEEK 1

Culture qua Culture

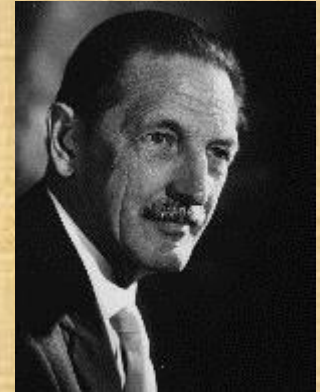
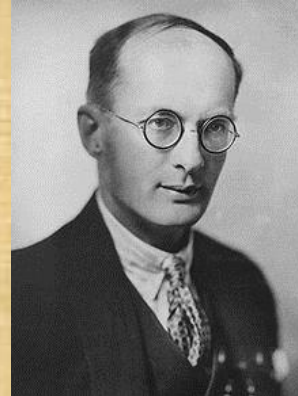
Conceptualizing culture

Cultural studies & research

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Conceptualizing culture

Some samples:

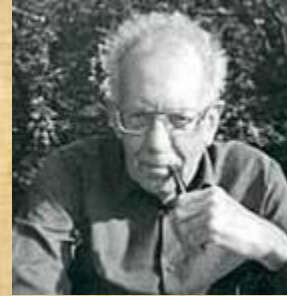


- Malinowski: ‘inherited artefacts, goods, technical processes, ideas, habits, values’.
- Firth: ‘component of accumulated resources, immaterial as well as material which people inherit, employ, transmute, add to and transmit; it is all learned behaviour which has been socially acquired’.

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Some samples:



- Botomore: ‘the ideational aspects of social life, as distinct from the actual relation and forms of relationship between individuals’
- Levi-Strauss: ‘a system of collective representations’.



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What is common to these definitions is that

- culture is transmitted
- there is no collective identity without a certain sharing of cultural similarities, the recognition of common patterns and characteristics.

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Common patterns and characteristics

- Values → culture definition 1
- Structures → culture definition 2



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Culture definition 1

Culture consists in values (i.e. enduring beliefs about desirable outcomes that transcend specific situations and shape one's behavior) and norms (i.e. informal, usually unspoken rules that govern behavior).

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Drawbacks

- Assumes that members of a cultural community have the same values – underplays difference
- Assumes the automatic acceptance and hence transmission of values – underplays conflicts over values

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Culture definition 2

Culture is seen to be a societal attribute that consists of blueprints (i.e. patterned maps) for action and interpretation that enable a person to operate in a manner acceptable to other members of the culture.

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Drawbacks

Tends to see that structures are immutable and closed – underplays external influences and imports

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Suggested culture definition (Zamaros)

Culture can be seen to be the particular way of thinking and doing of a social entity.

THINKING
EXPERIENCE
DOING

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Conceptualizing culture

Suggested Culture definition

It is a generic conceptualization applicable to any social entity (i.e. cultural unit):

- Person – person/individual culture
- Community – communal culture

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Suggested Culture definition

At any level

- Community
- Region
- Nation
- Union



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Suggested Culture definition

At any form of cultural community that is organized:

- Family
- Business
- Corporate
- Association
- Party



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Conceptualizing culture Readings

- <http://spruce.flint.umich.edu/~simoncu/269/culture.htm>
- <http://luci.ics.uci.edu/websiteContent/weAreLuci/biographies/faculty/djp3/LocalCopy/annurev.an.03.100174.000445.pdf>

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Cultural studies and research

Researching into culture it is important to clarify the following:

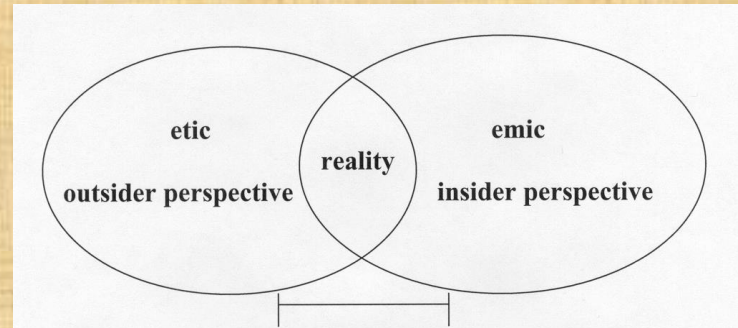
- Cultural unit under observation
- Cultural position of the observer
- Position of the observer relative to the culture observed

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Cultural studies and research

Position of the observer

There are 2 positions:



1. Emic = observing a culture within the confines of the culture e.g. a Japanese researcher observing the Japanese culture; emic cultural studies are particularistic; they are self-directed.

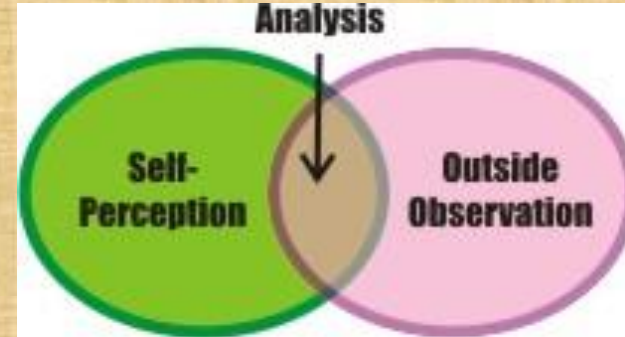
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Cultural studies and research

Position of the observer

There are 2 positions:

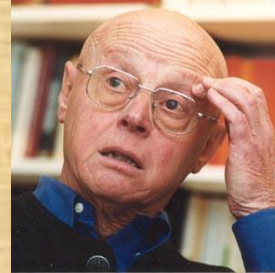
2. Etic = observing a culture from without the confines of a culture
e.g. a Japanese observer living in the US observing the Japanese culture; etic cultural studies tend to be universalistic; they are other-directed.



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Cultural studies and research

Well-known business ethic studies



- Hofstede's cultural dimensions
- Trompenaars' cultural dimensions



- Global Leadership and Organizational Behavior Effectiveness



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Cultural studies and research

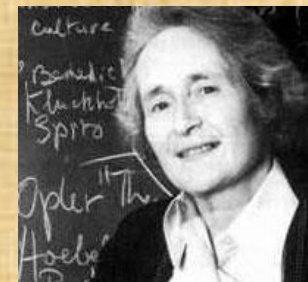
Other ways to set cultural orientations include:

Kasulis

- Integrity = publicly verifiable knowledge; correspondence theory of truth
- Intimacy = knowledge is expert-based; assimilation theory of truth

Douglas

- Group = integration into bounded units which are determinant over individual truth
- Grid = influence exercised by circumstances



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Cultural studies and research

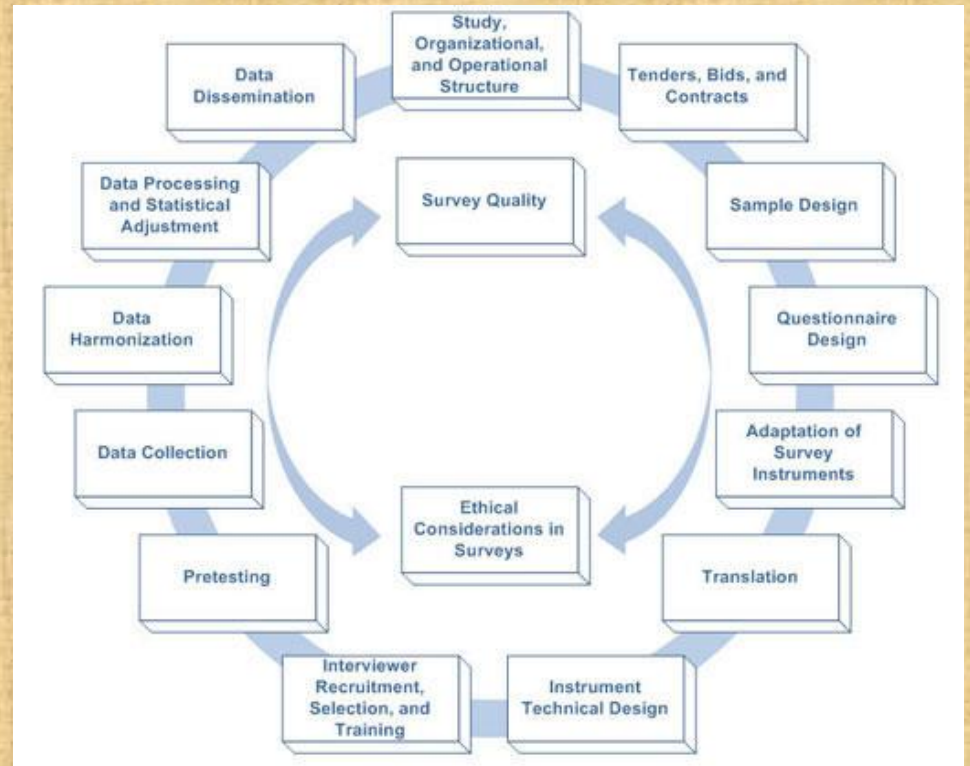
Data collection methods

Self-directed:

diaries, observation logs

Other-directed:

surveys, comparative studies



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Cultural studies and research Readings

- http://lcst3789.files.wordpress.com/2012/01/pickering_ed_research_methods_in_cultural_studies.pdf
- http://asrudiancenter.files.wordpress.com/2012/05/clifford_geertz-the_interpretation_of_cultures_selected_essays-basic_books20061.pdf
- <http://hal.inria.fr/docs/00/42/54/77/PDF/HeroicShoulders.pdf>
- <http://www.yale.edu/hraf/basiccc.htm>
- <http://ccsg.isr.umich.edu/index.cfm>

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Case studies

1.2

2.1

6.1

