

# CROSS-CULTURAL MANAGEMENT

## WEEK 2

### Culture and Management

Management

Leadership

Dilemmas

# CROSS-CULTURAL MANAGEMENT

## Management

Applying Zamaros' definition of culture to "management":

Management is a cultural practice in that the way management is understood, described and enacted is a function of:

- 1/Units – cultural/social
- 2/Worldviews – regimes of truth
- 3/Dimensions – variables

# CROSS-CULTURAL MANAGEMENT

## Management

1/Units:

The understanding of management as a cultural practice varies according to the cultural units being considered:

- Individual – the manager as a person e.g. Richard Branson's style
- Organization – the organizational/corporate culture e.g. management practice at Philip Morris
- National – the broader social/cultural context e.g. management practice in Switzerland as opposed to France

# CROSS-CULTURAL MANAGEMENT

## Management

### 2/Worldviews:

The understanding and enactment of management varies according to how one considers *with what management is primarily concerned with* (Zamaros)

This a *concern* in its weak form as an occupation bur also in its strong form as preoccupation.

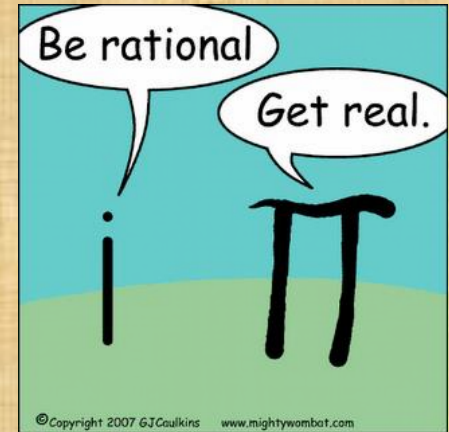
# CROSS-CULTURAL MANAGEMENT

## Management

### 2/Worldviews:

- Rationality (thinkers: Fayol, Taylor)

Managers are concerned with the efficient performance of the organization as a whole and its parts to achieve set purposes



# CROSS-CULTURAL MANAGEMENT

## Management

### 2/Worldviews:

- Turbulence (thinkers:  
Fiedler)

Managers are concerned with the efficient performance of the organization in a changing environment



# CROSS-CULTURAL MANAGEMENT

## Management

### 2/Worldviews:

- Unicity (thinkers: Peters, Waterman, Deal, Kennedy)

Managers are concerned with the values and moral content of social and cultural practices relative to projected or attained acts so as to give unity to the organization



# CROSS-CULTURAL MANAGEMENT

## Management

2/Worldviews:

- Emotional (thinkers:  
Lewin)

Managers are concerned with the emotional content of staff and their personal values.





# CROSS-CULTURAL MANAGEMENT

## Management

### 2/Worldviews:

- Power (thinkers: Pfeffer)

Managers are concerned with the varying interests in any organization that make up its political landscape and the various points of view relative to issues, policies and decisions



# CROSS-CULTURAL MANAGEMENT

## Management

### 2/Worldviews:

- Discursive (thinkers: Jones)

Managers are concerned with the different ways management and its practice are formulated and presented/described to staff and other stakeholders.



## CROSS-CULTURAL MANAGEMENT

### Management

#### 3/Dimensions:

- Time perception



Time can be perceived to be linear where single tasks can be performed (monochronic) or multilevel where a number of tasks can take place at the same time (polychronic) (Hall)

Monochronic time can be composed of 3 moments – past, present, future (A series) or none (B series) (McTaggart)

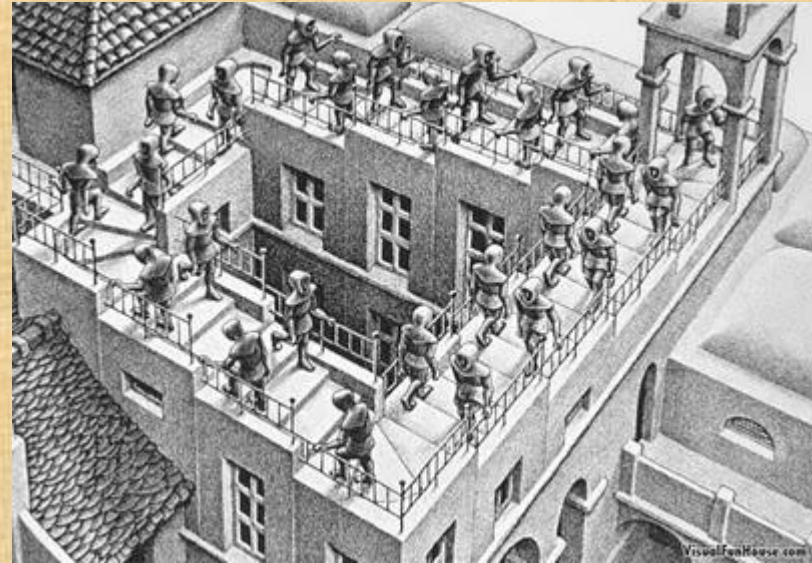
# CROSS-CULTURAL MANAGEMENT

## Management

3/Dimensions:

- Space perception

Space can be perceived to be private or public (Hoecklin) and organized/managed accordingly



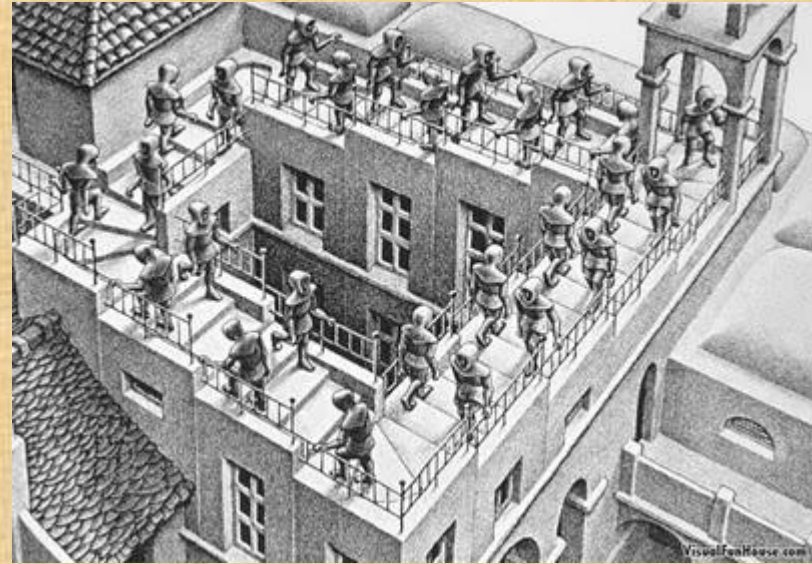
# CROSS-CULTURAL MANAGEMENT

## Management

3/Dimensions:

- Space perception

Space can be perceived to be private or public (Hoecklin) and organized/managed accordingly



# CROSS-CULTURAL MANAGEMENT

## Management

3/Dimensions:

- Power perception

Power can be expressed structurally (degrees of hierarchy) or to be at the origin of identity constitution (centered vs. diffuse), or enmeshed in procedures (autocracy vs. collegiality)



# CROSS-CULTURAL MANAGEMENT

## Leadership

### Distinctions:

- Management (concerned with tasks) vs. leadership (concerned with people)
- Leadership as praxis (as it is carried out and lived) vs. leadership as modeled (described and theorized as worldview)

# CROSS-CULTURAL MANAGEMENT

## Leadership

Leadership worldviews:



- Person leaders: trait approach, information processing approach, style approach
- Juridical leaders: transactional approach, transformational approach
- Discursive leaders: leadership power approach, leadership categorization approach



# CROSS-CULTURAL MANAGEMENT

## Leadership

Leadership worldviews:

- Contingent leader: contingency leadership approach, path-goal leadership approach
- Identity leaders: identity leadership approach



# CROSS-CULTURAL MANAGEMENT

## Dilemmas

Two types:

- At the level of worldviews: theoretical fragmentation = the degree to which theories can be reconciled and unified
- At the level of management and leadership as praxis: theoretical distanciation = the degree to which management/leadership descriptions/worldviews are able to capture management/leadership as praxis

# CROSS-CULTURAL MANAGEMENT

## Management and leadership Readings

- [http://www.ijbssnet.com/journals/Vol 3 No 6 Special Issue March 2012/13.pdf](http://www.ijbssnet.com/journals/Vol%203%20No%206%20Special%20Issue%20March%202012/13.pdf)
- [http://www.bizresearchpapers.com/13\[1\].Vesa.pdf](http://www.bizresearchpapers.com/13[1].Vesa.pdf)
- [http://moodle.marist.ac.jp/pluginfile.php/15609/mod\\_resource/content/1/Leadership-Theories.pdf](http://moodle.marist.ac.jp/pluginfile.php/15609/mod_resource/content/1/Leadership-Theories.pdf)
- [http://www.swlearning.com/management/leonard/leonard\\_9e/Text 14-1.pdf](http://www.swlearning.com/management/leonard/leonard_9e/Text_14-1.pdf)

Text: ch 5, 6, 8

# CROSS-CULTURAL MANAGEMENT

## Culture presentations

