CROSS-CULTURAL MANAGEMENT

WEEK 2

Culture and Management
Management
Leadership
Dilemmas

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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
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
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 but also in its strong form as preoccupation.
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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.
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2/Worldviews:

- Turbulence (thinkers: Fiedler)

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

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2/Worldviews:

• Emotional (thinkers: Lewin)

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

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

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

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3/Dimensions:

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

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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)
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)
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
Leadership

Leadership worldviews:

• Contingent leader: contingency leadership approach, path-goal leadership approach
• Identity leaders: identity leadership approach
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
Management and leadership Readings

- [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)

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Culture presentations

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