

Culture and Management Practices

Topic Covered

- Layers of Culture
- Dimension of Culture- Hofstede Model
- Trompenaars Model

Theorization

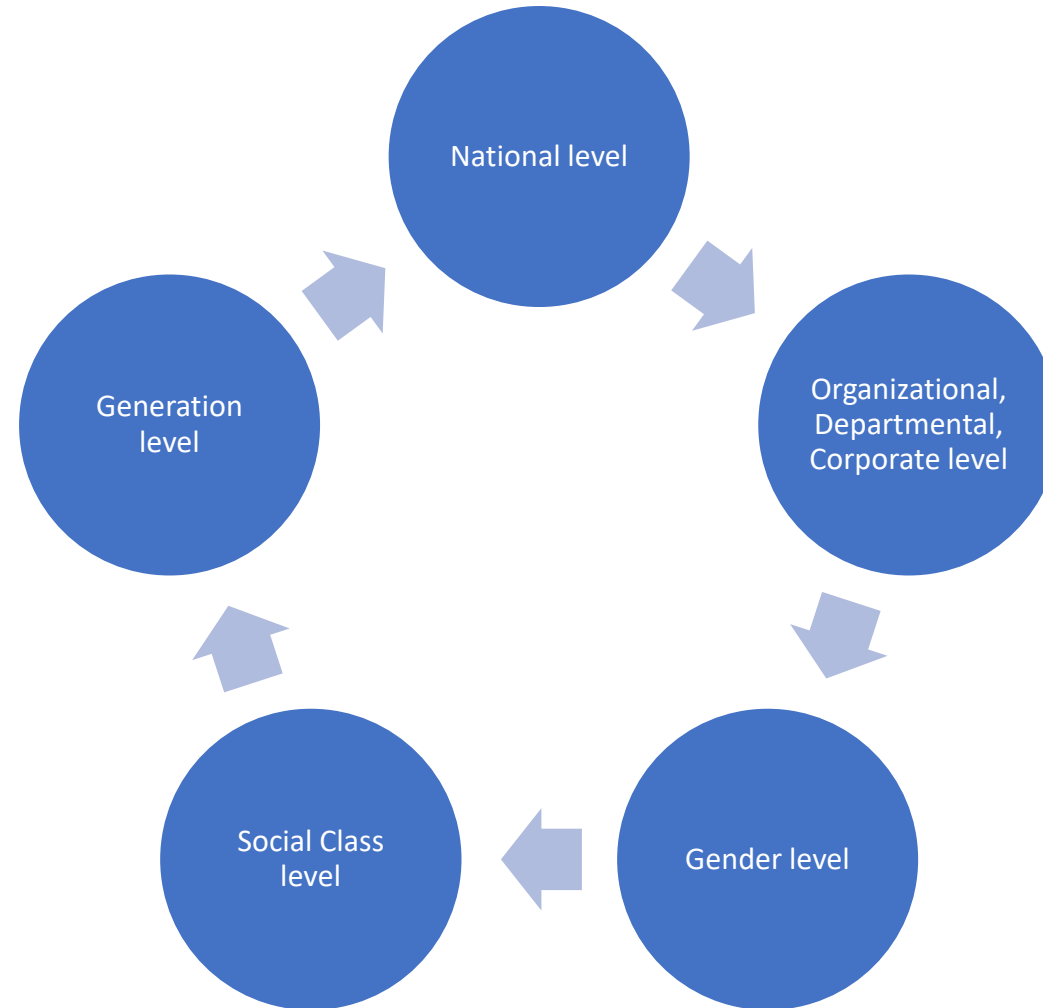
Culture Free Argument (etic)

- Analysis that takes an observer's perspective when discussing a particular cultural group or phenomenon.
- Designed to be universally applicable
- Minimize cultural biases

Culture Specific Argument(emic)

- Analysis that acknowledges the unique cultural aspects, values, and perspectives of a particular cultural group.
- Focus on cultural specificity and cultural relativism
- Importance of respecting and understand cultural differences

Layers Of Culture



Dimension of Culture

Culture and Structure : Hofstede findings

Survey

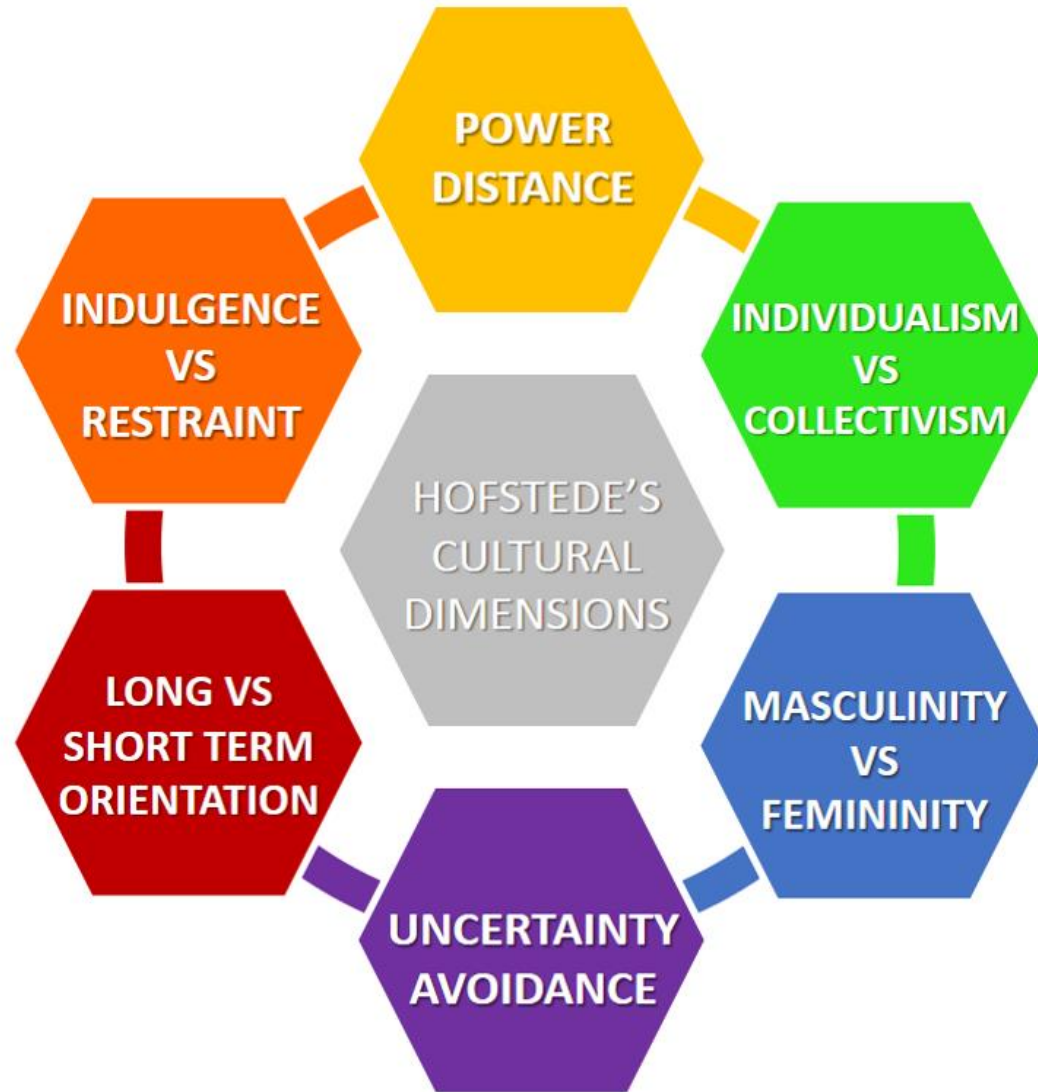
- Published in 1982 (France)
- Comparative analysis inter-countries in 1967-69 and 1971-73.

Sample:

- 60.000 pop / 53 countries
- 60.000 pop/71 countries.

Findings :out of 5 DIMENSIONS.

Hofstede's Cultural Dimensions Theory is a framework used to understand the differences in culture across countries, and the ways that business is done across different cultures.



Power Distance Index

- The power distance index takes into account the degree to which inequality and power are permitted.
- A high power distance index implies that a culture tolerates unfairness and power disparities, promotes bureaucracy, and values rank and authority.
- A culture that promotes flat organizational structures with decentralized decision-making responsibility, a participative management style, and an emphasis on power distribution has a low power distance index.

Individualism Vs Collectivism

- **Individualistic** societies emphasize success and individual rights, with a focus on one's own and one's immediate family's needs.
- Individualistic societies place an emphasis on individual achievement and rights, with the needs of oneself and one's immediate family taking precedence.
- **Collectivist** societies place greater importance on the goals and well-being of the group, with a person's self-image in this category being more similar to a "we."
- Collectivist cultures tend to emphasize relationships and loyalty more than those from individualistic cultures.

Femininity vs. Masculinity

- The masculinity vs. femininity dimension, often known as gender role distinction, assesses how much a society values traditional masculine and feminine roles.
- Masculinity encompasses the following characteristics: a preference for assertiveness, courage, strength, and competition.
- Femininity comprises traits like fluid gender roles, modesty, nurturing, and concern for one's quality of life.
- A high femininity score indicates that conventional feminine gender roles are highly valued in that community; for example, a country with high scores would most likely provide better maternity benefits and more accessible childcare services.

Uncertainty Avoidance Index

- The uncertainty avoidance dimensions addresses a society's tolerance for uncertainty and ambiguity.
- A high uncertainty avoidance index indicates a low tolerance for uncertainty, ambiguity, and risk-taking. Both the institutions and individuals within these societies seek to minimize the unknown through strict rules, regulations, and so forth.
- In contrast, those in low uncertainty avoidance cultures accept and feel comfortable in unstructured situations or changeable environments and try to have as few rules as possible. This means that people within these cultures tend to be more tolerant of change.

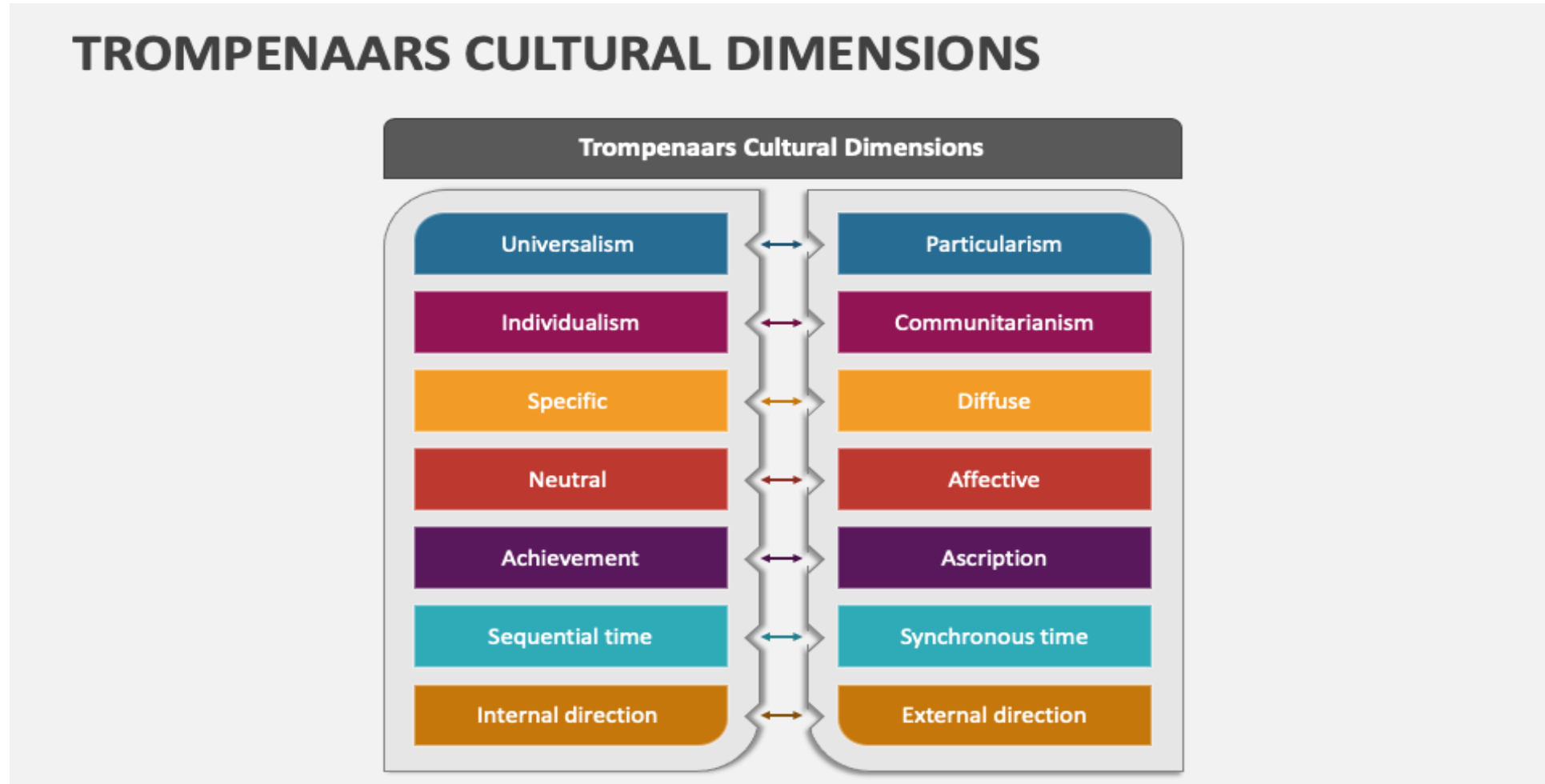
Short-Term vs. Long-Term Orientation

- The long-term and short-term orientation dimension refers to the degree to which cultures encourage delaying gratification or the material, social, and emotional needs of their members
- Societies with long-term orientations prioritize long-term success over short-term achievement.
- These societies value virtues such as tenacity, thrift, saving, long-term growth, and adaptability.
- Short-term orientation indicates a focus on the immediate future, involves offering short-term success or fulfillment, and places a greater emphasis on the now than the future. Short-term thinking emphasizes immediate results and adherence to tradition.

Indulgence vs. Restraint

- The restraint and indulgence dimension evaluates a society's ability and tendency to satisfy its desires.
- Indulgence indicates that society allows relatively free gratification related to enjoying life and having fun.
- Restraint indicates that society suppresses gratification of needs and regulates it through social norms.

7 Dimension of Trompenaars's model



Universalism Vs. Particularism

- In **Universalism** people place a high importance on law, rules, values and obligations.
- They try to deal fairly with people based on these rules.
- Rules come before relationships.
- In **Particularism** people believe that each circumstance and each relationship dictates the rules that they live by.
- The response to a situation may change, based on what's happening in the moment and who's involved.

Individualism Vs. Communitarianism

- In **individualism** people believe in personal freedom and achievement.
- They believe that you make your own decision and must take care of yourself.

- In **communitarianism** people believe that group is more important than individual.
- The group provide help and safety in exchange for loyalty
- Group always comes before the individual.

Specific Vs. Diffuse

Specific: People keep work and personal lives separate.

- Believe that relationship doesn't have much impact on work, objectives although good relationships are important.
- They believe that people can work together without having a good relationship.

Diffuse: People see an overlap between work and personal life

- People believe that good relationships are vital to meeting business objectives
- Their relationship with others will be the same, whether they are at work or meeting socially.
- People spend time outside work hours with colleagues and clients.

Neutral Vs Emotional

- People believe that they must always control their emotions, let their actions to be influenced by reason rather than sentiment and do not let others know what they are feeling
- Manage their emotions rigorously
- Do not let body language to convey emotions
- Do not let feelings interfere in professional relations
- Watch and interpret carefully other people's emotional reactions.
- In **emotional cultures**, people are allowed to express spontaneously their feelings at work, and let them influence their decisions
- It is welcome and accepted to show emotion

Achievement Vs. Ascription

- **Achievement**-oriented culture, peoples' worth is evaluated on the basis of their actions and performances, and derive their social and professional status from what they have accomplished
- Achieved status must be proven time and again.
- People tend to recognize, value, and reward good performance appropriately, and use titles only when relevant.
- Culture where status is **ascribed**, people derive it from birth, age, gender or wealth.
- Here status is not based on what a person did or does, but on who that person is.
- Since here people believe that you should be valued for who you are, titles and credentials matter the most, so they tend to use titles frequently, and to show respect to people with formal authority.

Sequential Time Vs Synchronous Time Orientation

- **Sequential time culture**, people tend to understand the structure of time as being sequential, inflexible and to assign different importance to past, present and future.
- For them, the order of events happening is important, the value of time is high (“time is money”) and the value of punctuality, planning, and respecting a schedule is accordingly high.
- In a **synchronic time culture**, people see the past, present, and future as interlocked periods so they tend to work on several projects at once, and view plans and commitments as flexible
- they think time itself is a flexible frame and allow people to be flexible on task and projects where possible.

Internal Direction Vs Outer Direction

- In an **inner-directed** culture, people think of nature as a complex mechanism that is immense, but can be controlled if they have the right expertise
- Believe that humans can and have the right to dominate nature, if they make the effort
- It include how they work with teams and within organization.
- Allow people to develop their skills and take control of their learning.
- outer-directed culture, people have an view of nature.
- It is again a holistic perspective, where man is viewed as only one of nature's forces and should therefore live in harmony with the others and the environment.
- People therefore believe that they must rather adapt themselves to external circumstances and have to work together with their environment to achieve goals

Thank You