

# Cultural influence on context



**ASSIGN  
BUSTER**

## CHAPTER SEVEN CULTURAL INFLUENCES ON CONTEXT; THE BUSINESS

SETTING Context and Communication: To understand the importance of the context to cultural communication it is necessary to review three basic assumptions about human communication. 1.

Communication is rule governed. 2. Context specifies the appropriate rules.

3. Rules are culturally diverse. CULTURE AND THE BUSINESS CONTEXT: Every country is interdependent on one another for goods and services, no country is self-sufficient. Never before in the history of business and trade has portrayed such qualities, and increase trade and business had involved almost every country to invest in America.

This increase in globalization is due to growth in US and foreign multinational industries since 1960. trade agreements that improve the standard of living have become commonplace. Multinational corporations increasingly participate in various international business arrangements.

Licensing agreements in which one company grants the rights to trademarks, patents, copyright or know how for fee are also common.

Management contracts have also increased dramatically over the last year in which one country provide the other company with managerial expertise for a fee. These numerous international business arrangements often result in individuals from one culture working not only with, but for individuals from another culture. The most successful companies in the global arena will be whose employee not only understand world economic and global competitiveness with international counterparts. THE INTERNATIONAL

BUSINESS CONTEXT Cultures view towards management and managers North

American management styles: Hofstede describes management in the American sense: It is not only a process but also the managers as a class of people who :

1. Does not own a business but sells its skill to act on behalf of the owner
2. Does not produce personally but is responsible for making other produce, through motivation.

Dominant values of managerial class of USA: \*

- \* Achievement and success,
- \* Belief in hard work,
- \* Pragmatism,
- \* Optimism,
- \* Puritanism,
- \* Rationality,
- \* Interpersonality,
- \* Interpersonal work relationship,
- \* Equality of opportunity,
- \* Acceptance of competition,
- \* Individualism.

GERMANY: Germans do not have a very strong concept of management. Due to it has always historically honored the worker who possesses exceptionally high occupational skills and qualification. It has apprenticeship system that culminates in a skill certificate recognized throughout the country. German??  
™s don??™t require a manager necessarily. Germany has the lowest rates of personnel in leadership and staff roles. Managers are usually vice presidents or department heads. Their dominant values include: strong sense of professional calling and pride in work, a tendency towards an authoritarian leadership style, and a paternalistic commitment to national welfare. JAPAN: Japanese do not share a strong sense of management their key component is the worker group.

In order to maintain social stability they focus on keeping men in good paying jobs. Manager or department head value: harmony, acceptance of hierarchy in work relationship, sense of obligation and debt of lower level personnel to superior and consensual decision making. They are more concerned with communication process, interdepartmental relations and paternalistic approach. FRENCH: French class follows a notion of satisfied

society. Managers act in very superior roles. French employees accept and expect rigid roles, their additional business value includes: individualism, authority based on absolutism, French managers and cadre are well paid and come from well off families, they elitist approach

CHINA: Chinese enterprises lack all qualities of modern management. They tend to be small, family oriented and based on personal relations Chinese business value emphasize kinship, interpersonal connections, respect for elders, and hierarchy and practice communism and stresses collective society. Because of the impact of social history business management in China is affected by interpersonal connections.

MEXICAN AND LATIN AMERICAN: Mexican and Latin American managerial style is characterized as autocratic and paternalistic. Mexicans value status and its observance whereas Americans regard status as undemocratic and try to minimize the differences by dressing casual, dominant managerial values include centralized decision making among a few top level managers, self-presentation of status by executive, and a delicate balance between maintaining formal respect in the hierarchy and portraying informal sensitivity toward workers dignity, Mexicans are less tolerant of abrasiveness and insensitivity in managerial styles than Americans. Culture specific business practices

Business protocols: every culture follows a different style of business protocols, the elements that initiate a business relationship are:

Appointment seeking: the manner in which the initial business contact is made and the amount of advance notice between the contact and appointment are key factors to be considered when doing business with another culture.

In china it is important to develop contacts before investing in a trip, in Saudi Arabia and intermediary that is a sponsor should make an appointment for meetings and also arrange them. The date is also important in cultural context. Greeting behavior: cultures vary in greeting behaviors so when greeting people from different cultures their values should be respected and kept in mind, in USA Americans tend to be informal and friendly shaking hands, hugging and cheek kiss among women and men who have known each other for a long time is an appropriate manner of greeting in their society where as in other cultures like Saudi Arabia greetings involve numerous handshakes and tend to be expressive and elaborate. Chinese nod and bow from shoulders in Finland firm hand shake are normal greeting for men and women, women are greeted first hugs and kisses are reserved for close friends only. Gift giving: American perceive gift giving in a business setting as bribery whereas in japan gift giving in business setting is an honorable practice, however there are some rules for receiving and giving gifts in Japanese culture it's appropriate to allow them to present the gift first , gift shouldn't be open in front of them as it considered as a sign of greed, gift should be wrapped in a rice paper , candies, cakes and flowers are expected to be given at initial meetings , clock scissors and knives should be avoided while giving gifts to Japanese people. Negotiations: North American, Australians, Swiss, British and Singapore negotiators value rapid negotiation whereas other cultures such as china, japan, much of Latin America and Africa prefer slower negotiation Trust: establishing trust before conducting business is very important in several cultures. Fukuyama labels this trust variable social capital, culture can be placed on a continuum of high trust or low trust Germany, Japan , and United states are high trust

oriented in their business dealings as their trust with other cultures has allowed them to create large, private business organizations.

Low trust societies like china, Taiwan, Hong Kong, France and Italy the reluctance to trust non kin has resulted in many small family businesses.

Women: The role of women in international business area of particular importance in cross cultural communication, the role is directly linked to the value of each culture. Because culture plays a significant part in establishing gender roles and exceptions people should be aware of the roles and values placed on women in the cultures in which they will be doing business. For Mexican manager or executive sexual harassment is acceptable, but it is considered as a serious problem in United States. Swedish women are as thoroughly prepared for their business career as their male counterparts, in eastern Europe due to the male dominated business environment female negotiators are hardly found, Belgium, Greece, and united states are relatively satisfying place for women to conduct business. in France and Italy women can effectively negotiate but often receives a flirtatious behavior from males. American women can successfully negotiate in this male dominant society, in Spain macho and chauvinistic attitudes towards women exist and there are certain appropriate roles for them in business, Germans are more resistant to women , in Latin America, chauvinism, machismo and traditional values prevail, Israel is the most favorable country in the middle east for business women although there are male dominant values and certain behavior codes that business women can do and can't do , Saudi Arabia is one of the most difficult countries for a business women to work in, Arab emirates are less conservative to women in contrast . in pacific rim

Hong Kong, Japan, Taiwan, Thailand and Singapore are the most favorable places for a woman to do business. Japanese men find it uncomfortable to work with women, in South Korea it is rare to have women participate in business, men have a higher social status than women in Korea, global changes are taking place to improve the role of women in business settings.

**THE DOMESTIC BUSINESS CONTEXT:** USA is becoming a nation of cultural diversity because the cultural diversity there is so widespread many of the issues regarding international business context also apply to domestic business context. **The importance of diversity in advertising:** The driving force behind marketing as we approach the twenty-first century is diversity in culture, groups of people in the United States can be identified on the basis of ethnicity, gender, nationality, age, class, physical ability, and sexual orientation. Advertisement must encourage these group alliances as well as individual uniqueness to maintain a business edge. **Value conflict in workforce:** Culture differs in value orientations and these value differences are manifested in the workforce, it's not hard to imagine how they may affect a diverse work force. However there are many other subtle values with the potential for conflict.

Like religious practices, human rights in the domestic and international workforce is yet another area that affects intercultural communication, language problem also plagues work environments, gender role, sex discrimination, sexual harassment have led to legislative actions that have prohibited such practices and activities, racial and domestic discrimination continue to be a part of the domestic workforce, effective intercultural communication demands the ethical treatment of all members of work force.