



SNS COLLEGE OF TECHNOLOGY

Coimbatore - 35

19BAE717 – Cross Cultural Management

Dimensions of Cross Culture

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1st

**Indian
Institution
To
Implement**

**Design
Thinking
Curriculum**

Redesigning Common
Mind and Business
Towards Excellence



Recall

Characteristics of Culture, Variables





TODAY'S TOPIC:

Dimensions of Cross Culture





DIMENSION OF CROSS- CULTURE

- **Power Distance.** Power distance is the degree to which people accept an unequal distribution of power and status privileges. In high power distance countries, there is respect for age and titles, people are expected to follow rules, and there is more tolerance for concentrated power. India, Mexico, and the Philippines have high power distance. The United States, Australia, and Israel have low power distance.
- **Uncertainty Avoidance.** The degree to which people are uncomfortable with risk, change, and ambiguity is called uncertainty avoidance. In high uncertainty avoidance countries, there is a greater emphasis on rules, structure, order, and predictability. France, Japan, and Costa Rica, for example, are countries with high uncertainty avoidance. The United States, India, and Sweden have low uncertainty avoidance.



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- **Performance Orientation.** Performance orientation is the degree to which innovation, high standards, and excellent performance are encouraged and rewarded. Countries with high performance orientation value materialism and competitiveness, and they expect to invest in training to promote performance improvements. The United States and European countries have high performance orientations; Argentina, Russia, and Greece have low performance orientations.
- **Assertiveness.** Assertiveness is the degree to which individuals are forceful, confrontational, and aggressive, as opposed to cooperative and compassionate. In high assertiveness countries such as the United States, Germany, and Mexico, communication is direct and unambiguous. Individual initiative is encouraged, and relationships are likely to be competitive. Countries with low assertiveness rankings are Switzerland and New Zealand. Managers in these countries are more likely to look for consensus and cooperative decision making.



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- **Future Orientation.** The degree to which delayed gratification and planning for the future are valued over short-term gains is called future orientation. Countries with high future orientation encourage investments for future payoffs over immediate consumption. It is similar to the ability of individuals to delay gratification. Canada, Switzerland, and Malaysia have high future orientation; Poland, Argentina, and Russia have low future orientation.
- **Humane Orientation.** The degree to which fairness, altruism, generosity, and kindness are encouraged and valued is a measure of a country's humane orientation. In nations with high humane orientation, individuals are responsible for promoting the well-being of others as opposed to the state providing social and economic support. The Philippines, Ireland, and Egypt have high humane orientation; France, Germany, and Singapore have low humane orientation.



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- **Institutional Collectivism.** Institutional collectivism is the degree to which organizational and societal institutions encourage individuals to be integrated into groups and organizations. In high institutional collectivism countries, collective distribution of resources and collective action are encouraged. Group loyalty is encouraged, even if it undermines the pursuit of individual goals. Sweden, Japan, and Singapore are examples of countries that have high institutional collectivism; Germany, Argentina, and Italy have low institutional collectivism. In the United States, low institutional collectivism has resulted in debates on appropriate work-life balance.
- **In-Group Collectivism.** In-group collectivism is the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families. In countries with high institutional collectivism, individuals identify with their families or organizations and duties and obligations determine behaviors. A strong distinction is made between individuals who are in a group and those who are not. India, Egypt, and China are examples of countries that have high institutional collectivism; Sweden, New Zealand, and Finland have low institutional collectivism.



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- **Gender Egalitarianism.** The degree to which male and female equality is actualized is called gender egalitarianism. Countries with high gender egalitarianism provide more opportunities for women and have more women in positions of power. Sweden, Poland, and Costa Rica have high gender egalitarianism. Japan, Italy, and Egypt have low gender egalitarianism. In these countries, women generally have lower status at work and in the culture.



Assessment



When the balance between the material and non material culture is disrupted by rapid social change, the material culture is left behind. This situation is called

- A. Left culture
- B. Far – Culture
- C. Cultural Lag
- D. Taken Culture



Summary

- Power Distance
- Uncertainty avoidance
- Future Orientation
- Humane Orientation



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