



L'École des sciences de la gestion

International Management and Culture

Nation, Culture and Identity



ESG UQÀM

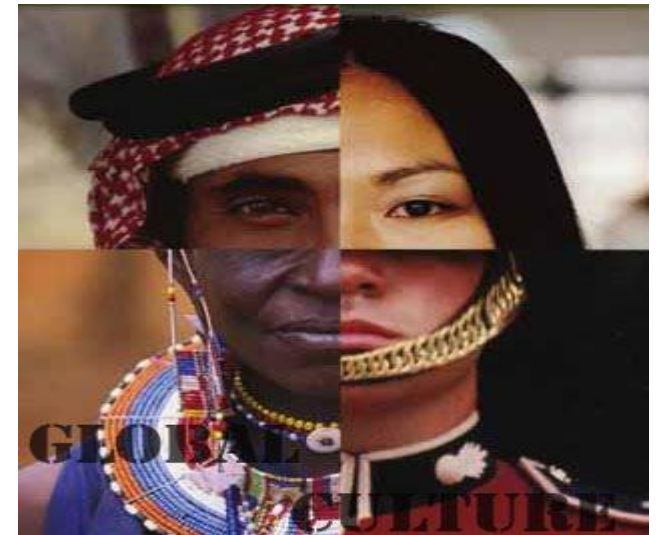


What is Culture?

«The collective programming of the mind which distinguishes the members of one human group over another» (Geert Hofstede, 1991)

«The way in which a group of people solves problems...» (Trompenaars, 1993)

«A giant, extraordinarily complex, subtle computer. Its programs guide the actions and responses of human beings in every walk of life.» (Hall, 1990)





Perception

The mind interprets patterns based on past experience – or on patterns it already knows

News Flash: Cambridge University Research

According to a research at Cambridge University, it doesn't matter in what order the letters in a word are, the only important thing is that the first and last letter be at the right place. The rest can be a total mess and you can still read it without problem. This is because the human mind does not read every letter by itself but the word as a whole.

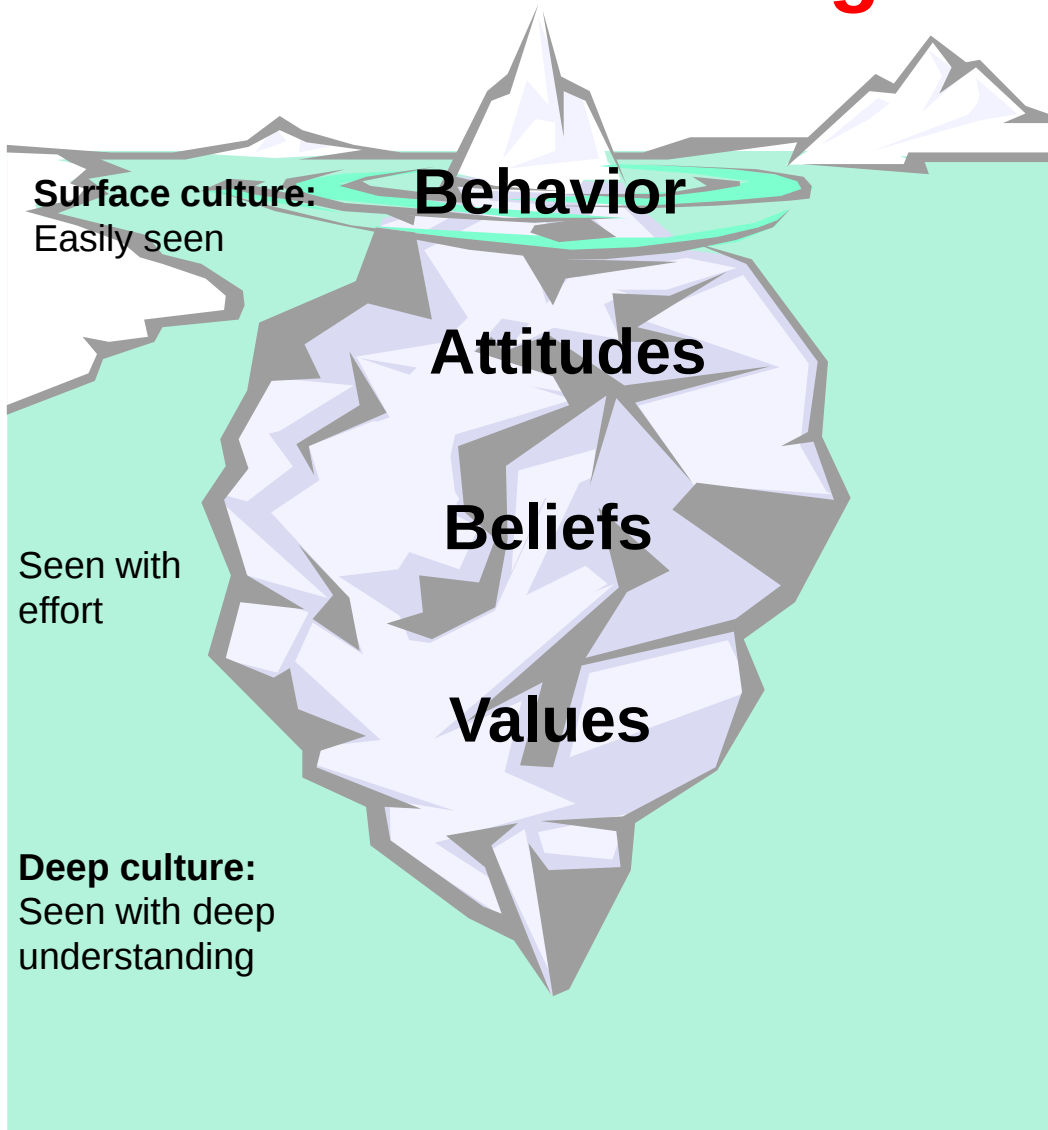


What do You See?





Iceberg Model



Behavior: Observable actions,
eye-contact,

What people wear, do & say

Attitudes: Opinions,
superiority over
others

Beliefs: vegetarianism,
socialism, etc.

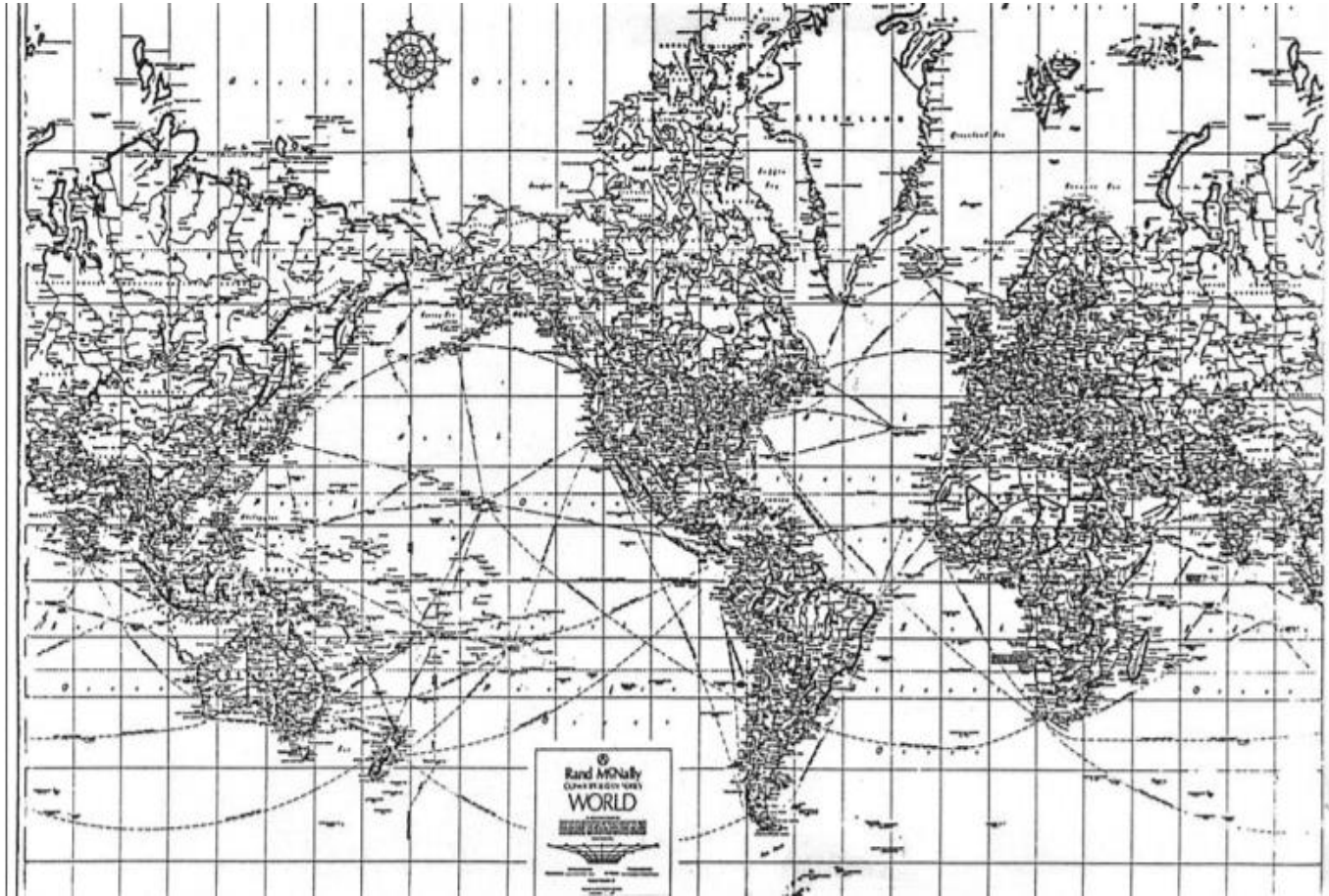
Values: respect, love,
justice

Culture is not static!



Different type of Cultures

- **National culture:** differ at the **level of unconscious values**, which are acquired during childhood and these national cultures are stable.
- **Organizational cultures:** differ at the **level of practices**, which can be described as superficial, and they are, to some extent, manageable.
- **Occupational culture:** comes **between the national and organizational cultures**; getting into an occupation such as teaching requires the social values acquired coupled with the practices of the organization.
- **Gender culture:** there is what can be called a men's culture that differs from a women's culture. Technically, men and women have the ability to perform the same tasks at the workplace, but they have differences when it comes to responding to the symbols used in society.



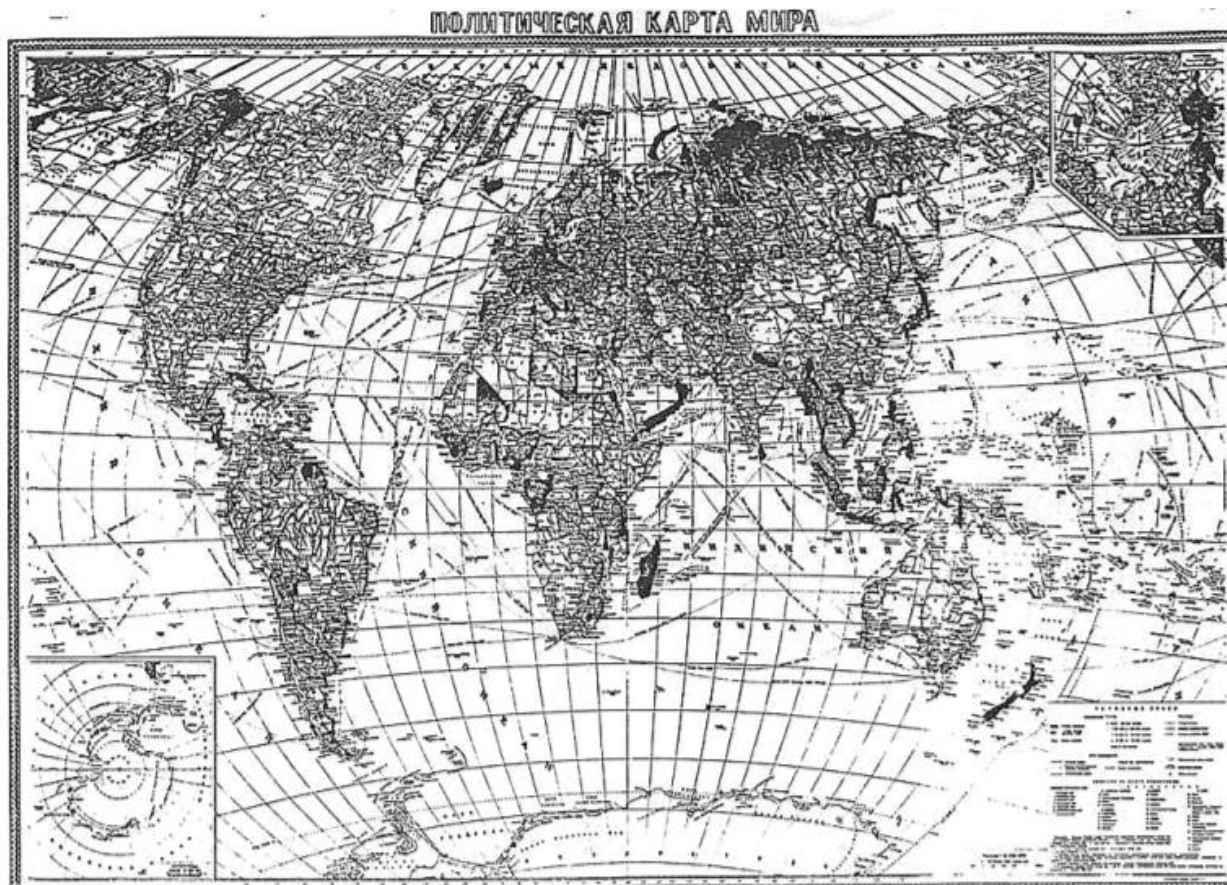
Traditional USA Map of the World

Blair, J.G & McCormack, J.; 2009. Mapping Ethnocentrism Beginning Comparative Studies Where Comparisons Start - An excerpt from WCwCC [Western Civilization with Chinese Comparisons](Shanghai: Fudan University Press) (based on pages 21-35)



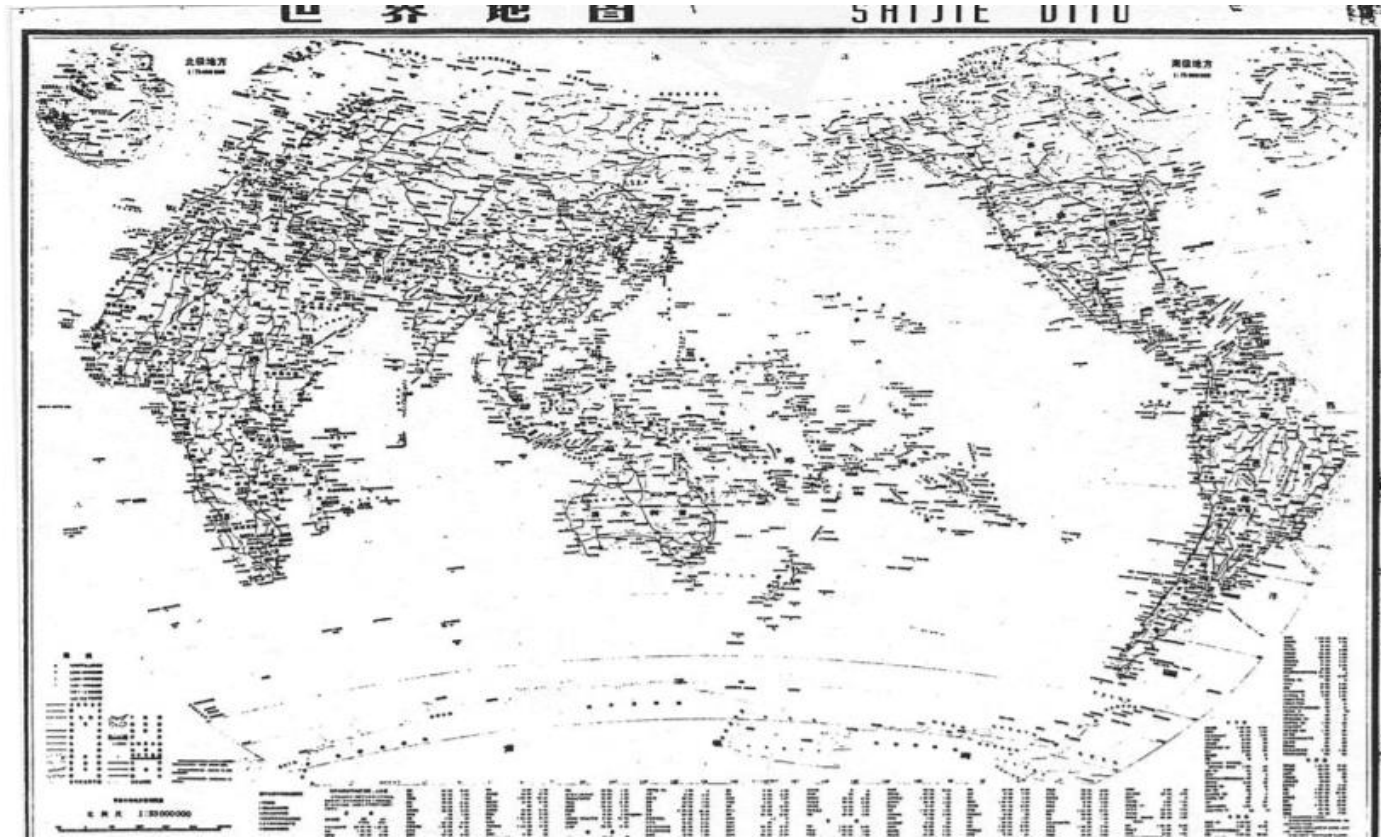
Western European Map of the World

Blair, J.G & McCormack, J.; 2009. Mapping
Ethnocentrism Beginning Comparative Studies Where
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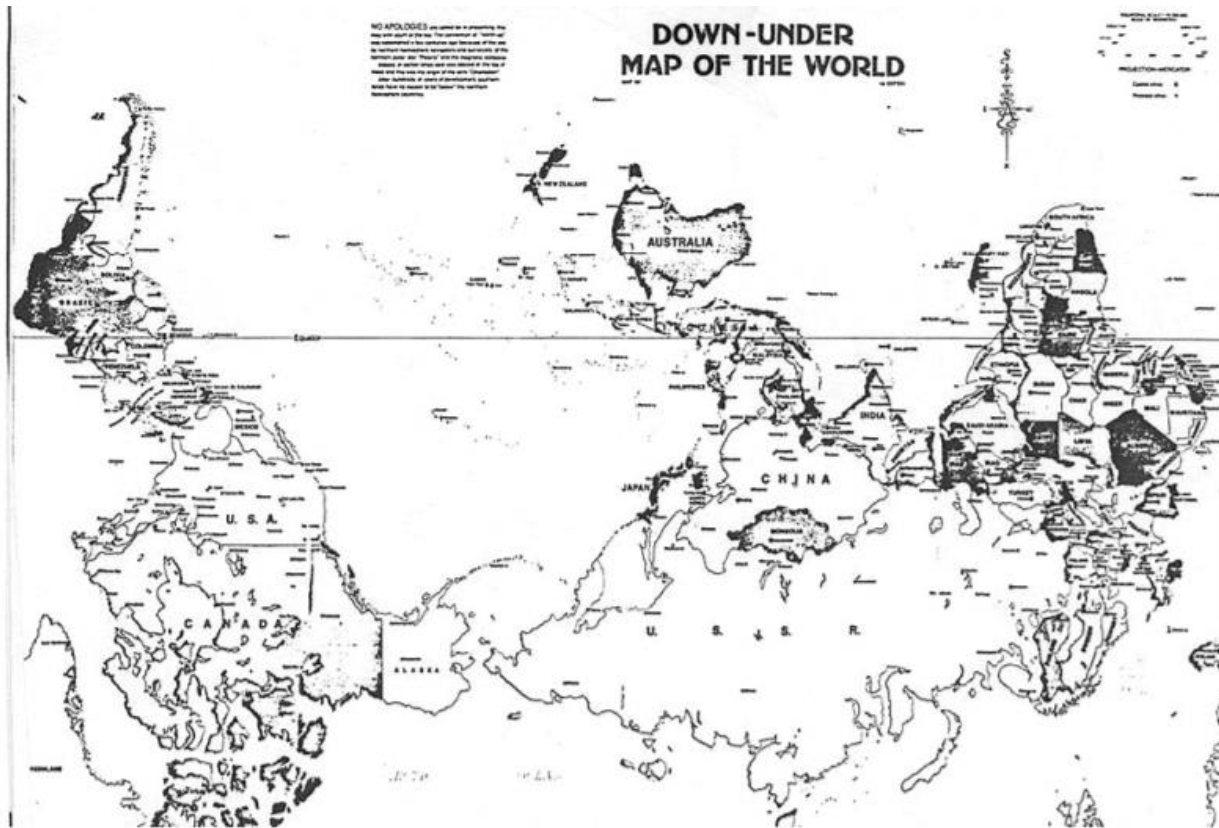
Russian Map of the World

Blair, J.G & McCormack, J.; 2009. Mapping Ethnocentrism Beginning Comparative Studies Where Comparisons Start - An excerpt from WCwCC [Western Civilization with Chinese Comparisons](Shanghai: Fudan University Press) (based on pages 21-35)



People's Republic of China Map of the World

Blair, J.G & McCormack, J.; 2009. Mapping
Ethnocentrism Beginning Comparative Studies
Where Comparisons Start - An excerpt from
WCwCC [Western Civilization with Chinese
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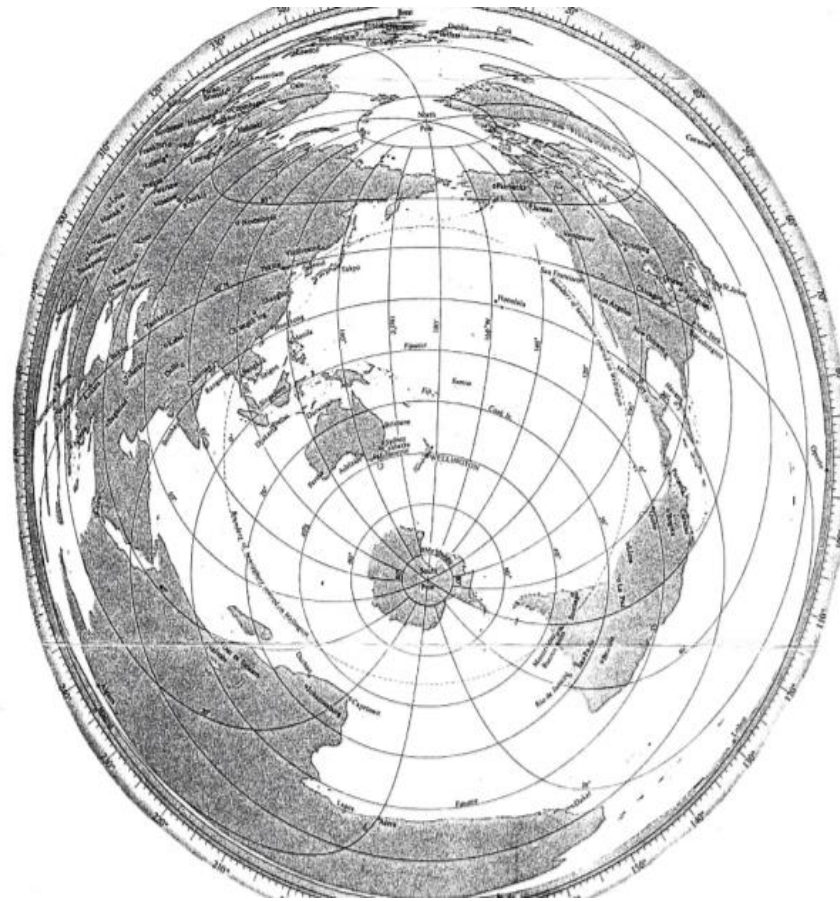


Australian “Down-Under” Map of the World

Blair, J.G & McCormack, J.; 2009. Mapping
Ethnocentrism Beginning Comparative Studies
Where Comparisons Start - An excerpt from
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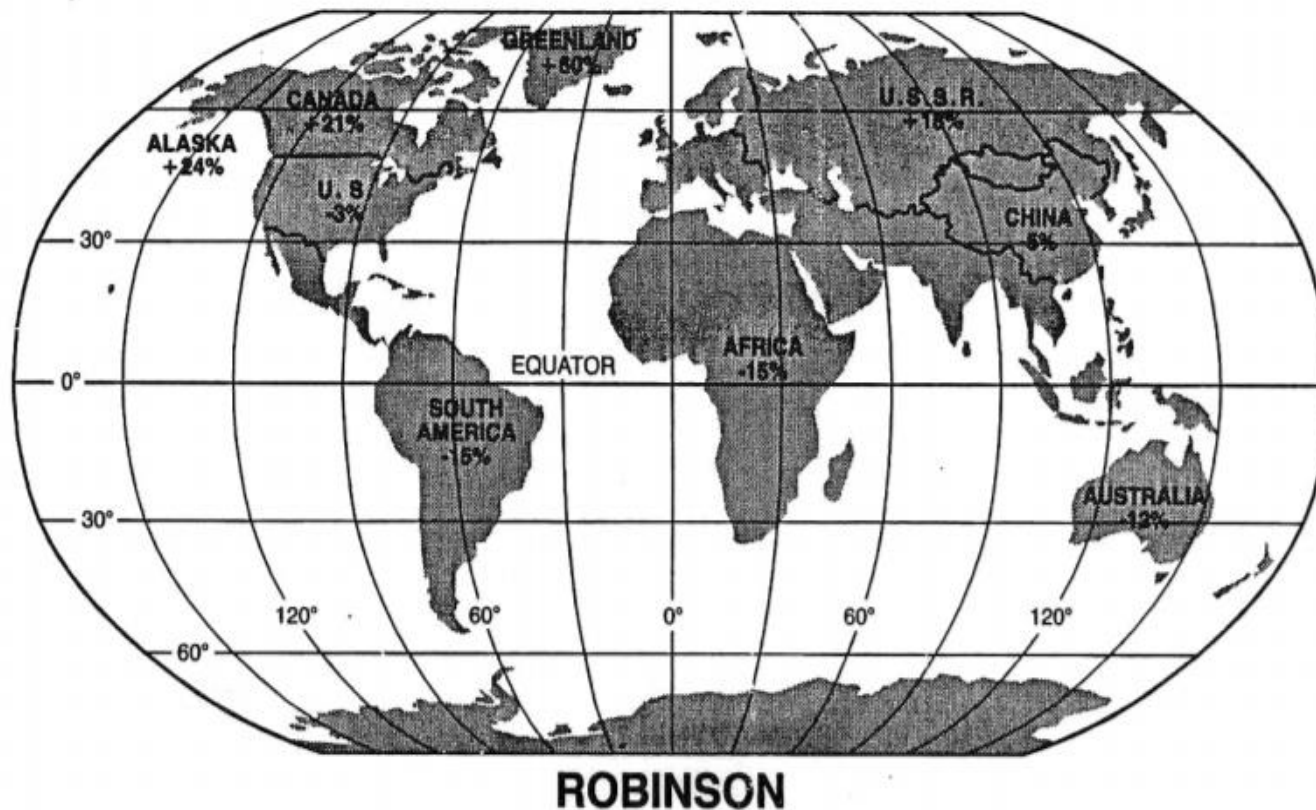


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New Zealand Map of the World

Blair, J.G & McCormack, J.; 2009. Mapping Ethnocentrism Beginning Comparative Studies Where Comparisons Start - An excerpt from WCwCC [Western Civilization with Chinese Comparisons](Shanghai: Fudan University Press) (based on pages 21-35)



New USA Map of the World

Blair, J.G & McCormack, J.; 2009. Mapping Ethnocentrism Beginning Comparative Studies Where Comparisons Start - An excerpt from WCwCC [Western Civilization with Chinese Comparisons](Shanghai: Fudan University Press) (based on pages 21-35)



NASA Map of the World





Ethnocentrism

- Every nation defines themselves as the center of the world. - ethnocentrism



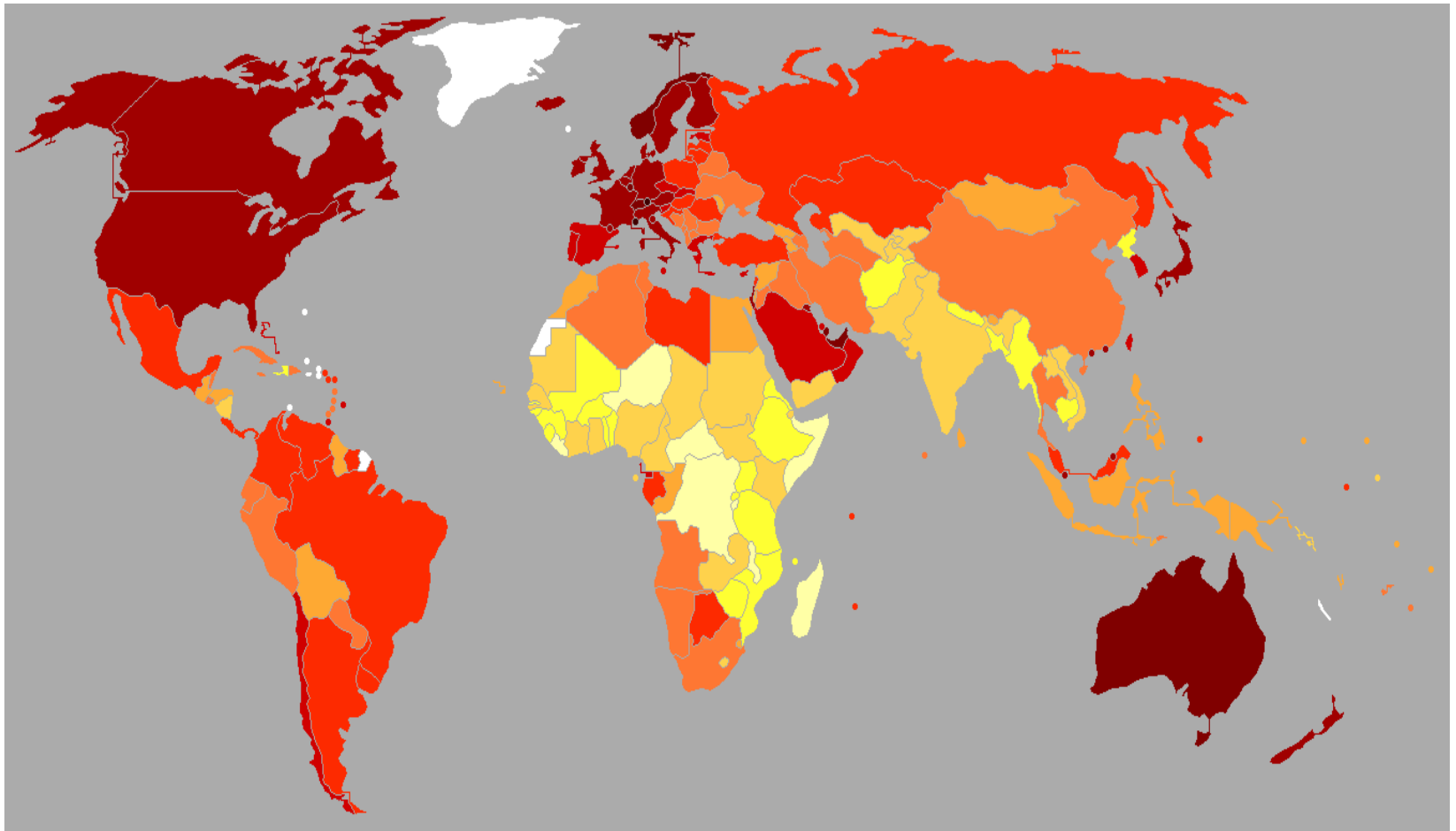


Japan Perspectives



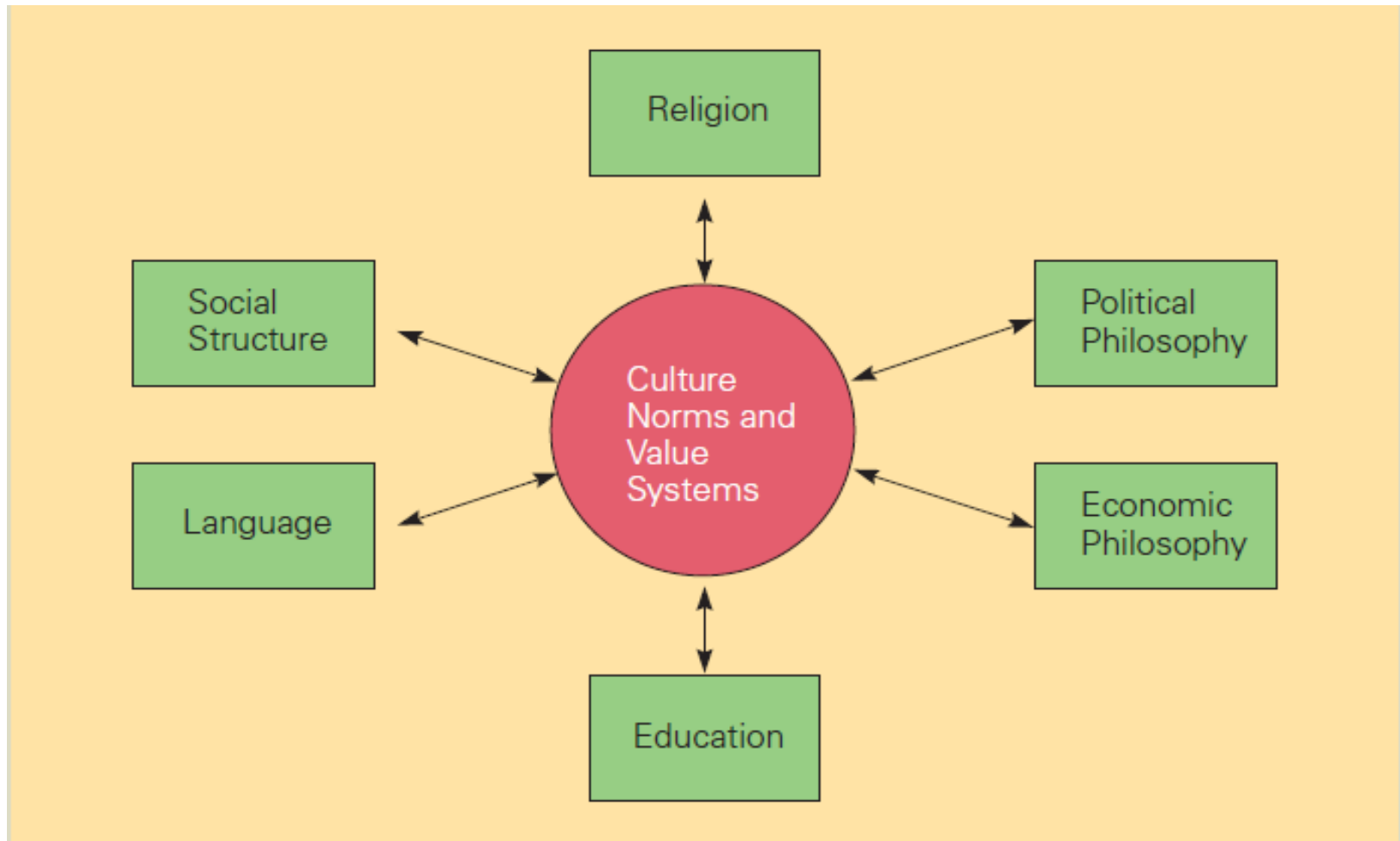


The Real Size of the African Continent





Determinants of Culture





Interaction between cultures

- First reaction:

Heterophobia : Fear or resentment of what is different.

Results:

- Discrimination, Racism- the belief that all members of each race possess characteristics, abilities, or qualities specific to that race, especially so as to distinguish it as inferior or superior to another race or races.

Or

- **Cultural attraction**



Interaction between cultures

- **Stereotyping** involves a form of categorization that organizes our experience and guides our behavior toward ethnic and national groups.
- **Stereotypes** never describe individual behavior; rather, they describe the behavioral norm for members of a particular group.
- Ex: all Germans are highly task oriented ...
- **Stereotypes**, like other forms of categories, can be helpful or harmful depending on how we use them.
- Exemple: 11/09

THE WORLD ACCORDING TO AMERICANS 2012

from Yanko Tsvetkov's Atlas of Prejudice
www.alphadesigner.com



EUROPE ACCORDING TO FRANCE 2009

from Yanko Tsvetkov's Atlas of Prejudice
www.alphadesigner.com



EUROPE ACCORDING TO LATIN AMERICANS 2012

from Yanko Tsvetkov's Atlas of Prejudice
www.alphadesigner.com





Interaction between cultures

- If a **subconscious stereotype** also inaccurately evaluates a person or situation, we are likely to maintain an inappropriate, ineffective, and frequently harmful guide to reality.
- For example, assume that I subconsciously hold the stereotype that Anglophone Quebecois refuse to learn French and that therefore they should have no rights within the province (an inaccurate, evaluative stereotype).

Maz Jobrani: A Saudi, an Indian and an Iranian walk into a Qatari bar

<https://www.youtube.com/watch?v=9kxL9Cf46VM>



Fundamental Assumptions about Intercultural Communication

1. During intercultural communication, the message sent is usually not the message received.
2. Intercultural communication is primarily a nonverbal act between people.
3. Intercultural communication necessarily involves a clash of communicator style.
4. Initial intercultural communication is a group phenomenon experienced by individuals.
5. Intercultural communication is a cycle of stress and adaptation.





What Is The Role of Language In Culture?

Language is one of the defining characteristics of culture

Language: the **spoken** and **unspoken** (nonverbal communication such as facial expressions, personal space, and hand gestures) means of communication

- countries with more than one language often have more than one culture: Canada, Belgium, Spain



Type of Languages

➤ Language, spoken

- “private” does not exist as a word in many languages
- Eskimos: 24 words for snow
- Words which describe moral concepts can be unique to countries or areas
- Spoken language precision important in low-context cultures

➤ Language, unspoken

- Context... more important than spoken word in high context cultures



Spoken language

Key facts:

- **Chinese is the mother tongue** of the largest number of people
- **English is the most widely spoken language** in the world
- English is also the language of international business
- but, **knowledge of the local language** is still beneficial, and in some cases, **critical for business success**
- **failing to understand the nonverbal** cues of another culture can **lead to communication failure**

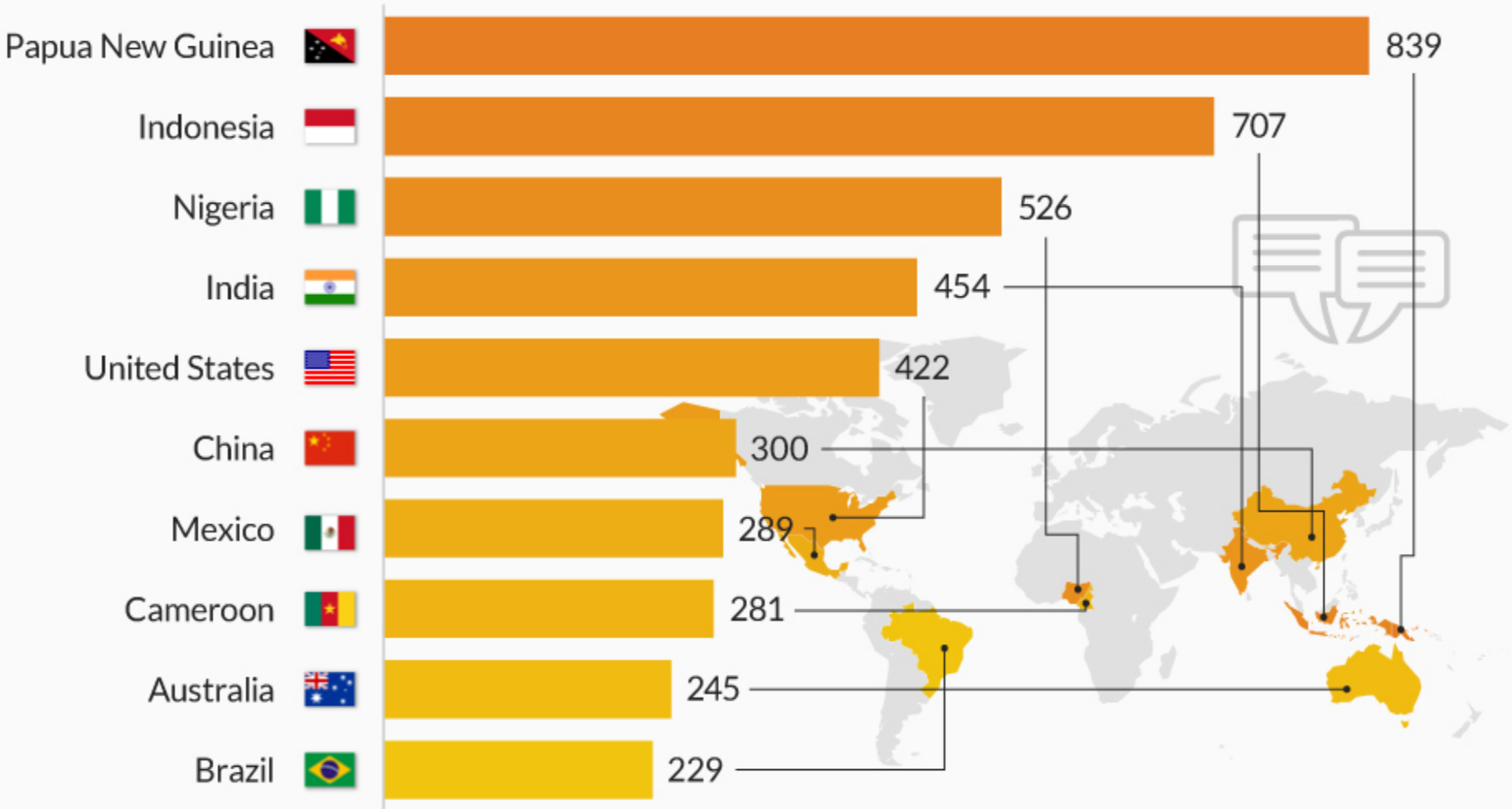


English Is Key To Global Communication

Number of speakers 1 st language		Number of speakers 1 st & 2 nd languages		Number of countries with official languages	
Mandarin:	870 M	English:	1.3 G	English:	58
Hindi:	370 M	Mandarin:	870 M	French:	29
English:	360 M	Arabic:	870 M	Arabic:	28
Spanish:	350 M	French:	500 M	Spanish:	20
Arabic:	320 M	Spanish:	420 M	Portuguese:	9

The Countries With The Most Spoken Languages

Number of living languages spoken per country in 2015





Non-Verbal Communication

- Most nonverbal communication is unconscious or subconscious

It is the way people:

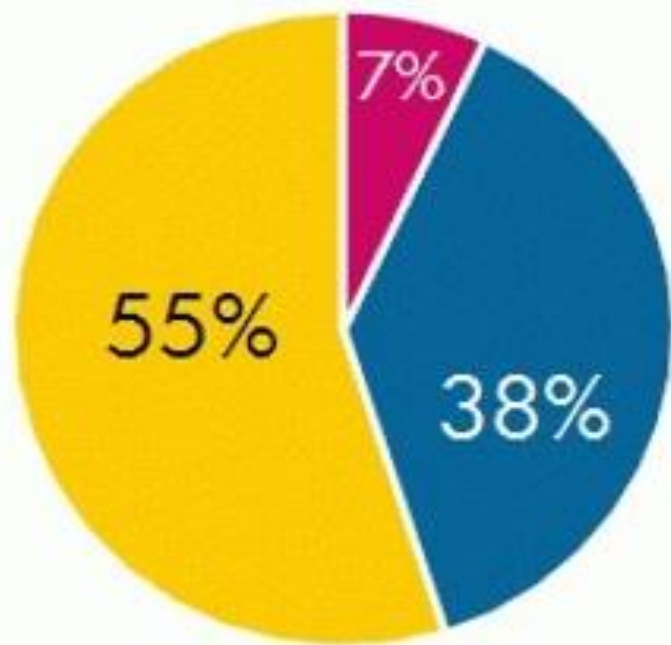
- Reinforce the spoken word
- Replace the spoken word using their bodies to make visual signals or their voices to make oral but non-verbal signals





The Importance of Body language (unspoken)

According to his research, there are **3 elements** in any face-to-face communication.



Elements of Personal Communication

- 7% spoken words
- 38% voice, tone
- 55% body language

Source: Professor Albert Mehrabian
University of California Los Angeles

https://www.youtube.com/watch?v=kY1K_lfjSA (5:22)

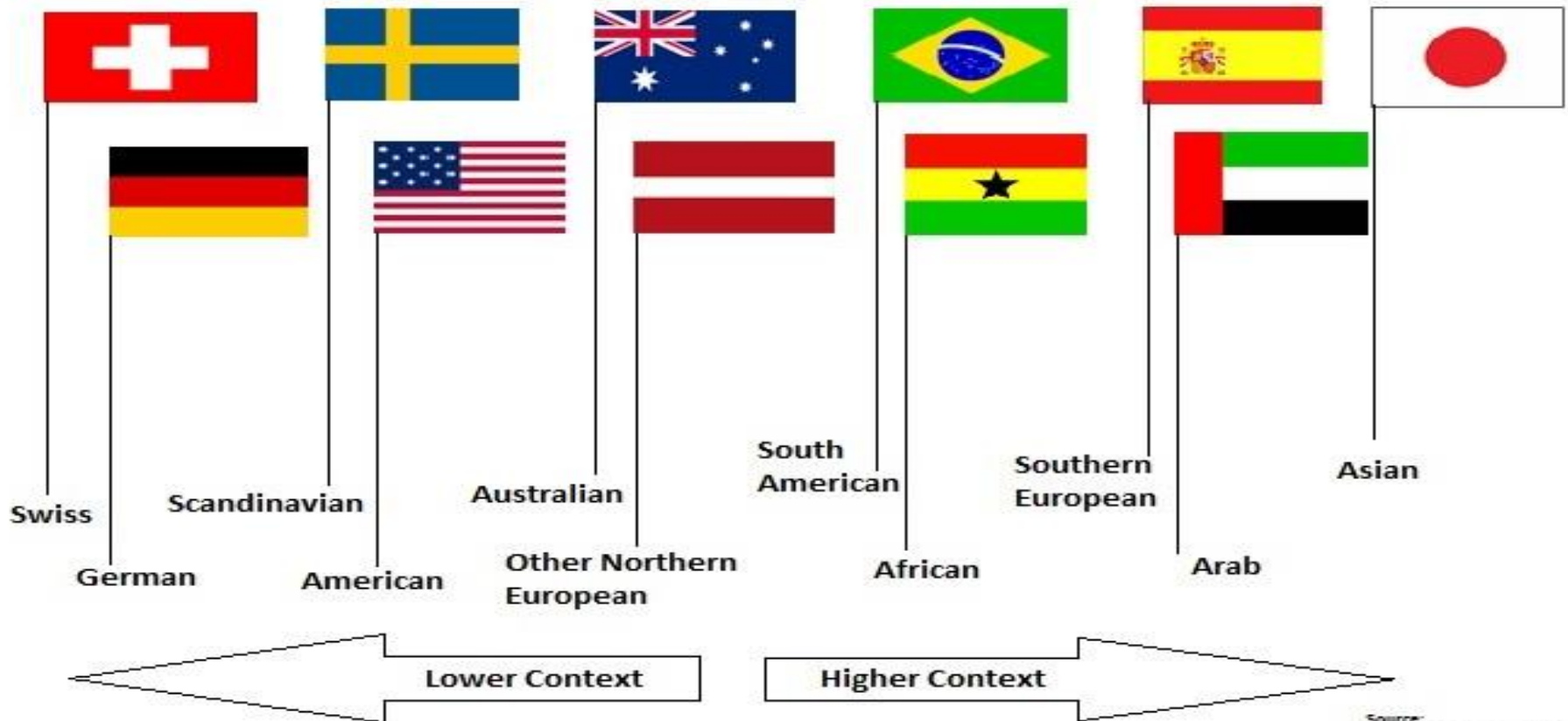


Context and Nonverbal Communication

Low-context cultures are more direct and talkative

High-context cultures pay more attention to nonverbal behavior in interactions

High Context-Low Context Continuum





Contextual: Same Gesture, Different Culture, Different Meaning...



Italy – What exactly do
you mean?

Greece – That's just
perfect

Egypt – Be patient



USA/UK: Okay

Japan: Money

Brazil: Offensive/Insult

Russia: Zero



Cotextual Aspects

- The posture:



Stephen Harper presented his shoes sole to Mr. Mahmoud Jibril.

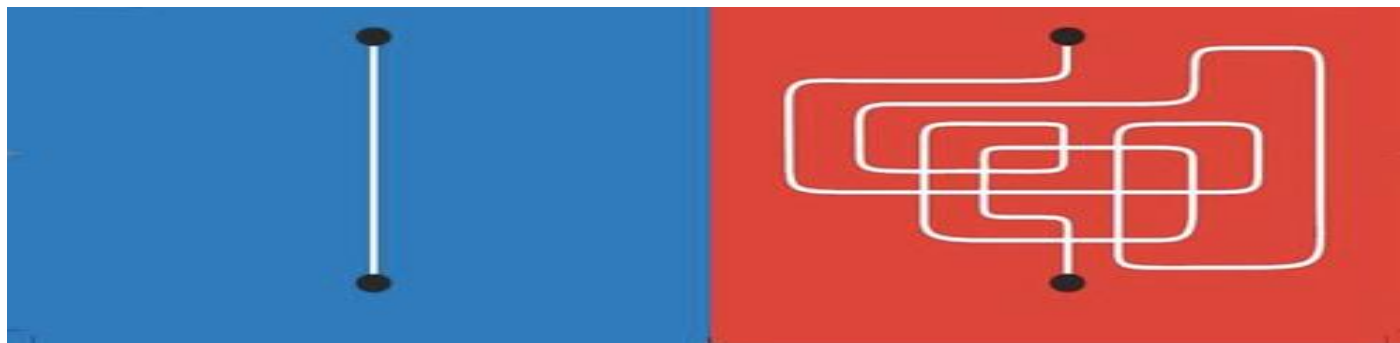


Same gesture from Sarkozy to the King of Maroco



Communication styles

- **Direct styles:** Explicit messages
 - Assert self-face needs
 - Examples: U.S., England, Germany, Israel
- **Indirect styles:** Implicit messages, speakers intents are hidden or only hinted at in interaction.
 - Prevents face threats to either speaker.
 - Examples: Japan and France





Communication Styles

1) Elaborate style: emphasizes flashy and embellished language (France)

Succinct style: use of concise statements, understatements and even silence (Japan)

2) Contextual: Focus on the speaker and long relationships (China)

Personal: Focus on the speaker and personal relationships (Canada)

3) Affective: Process-oriented and receiver-focused language (Japan)

Instrumental: Goal oriented and sender-focused language (USA)



Example of the Japanese verbal style

Cross cultural
communications
verbal style

Direct vs **INDIRECT**

Message delivered in an implicit manner

SUCCINT vs Elaborate

Silence is a virtue

CONTEXTUAL vs Personal

Need to focus on the speaker and long relationship

AFFECTIVE vs Instrumental

Focus on the process instead on the goal and very receiver focused language



Contextual Aspects

Time focus

Hall (1966) two types of time systems:

- **Polychronic** - people **focus on more than one task** and depend less on detailed information, and schedules are open to change. Also, people take priority over schedules.
- **Monochronic**- time is used in **a linear way where people perform one activity at a time** according to a pre-set schedule. Moreover, their focus is on information rather than people.

Ex: **North American** : time is money. It is very important not wasting your partner time vs Cuba.



Contextual Aspects

Time orientation (past, present and future) Hall (1990)

- Cultures differ concerning their perception of time orientation.
- **Cultures concerned about the past** are those that value past traditions in their culture.
- **Future focused** companies are those concerned about long-term benefits. Ex: the Far East, India and Iran stick to the past,
 - the urban US culture is oriented towards the present and short-term future
 - and the culture of Latin America is oriented to both the past and present.



Team Activity

https://www.ted.com/talks/taiye_selasi_don_t_ask_where_i_m_from_ask_where_i_m_a_local



Identify your 3 R's

- Rituals
- Relationships
- Restrictions